

# **State of Alaska FY2009 Governor's Operating Budget**

## **Department of Military and Veterans Affairs Performance Measures**

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## Department of Military and Veterans Affairs

### Mission

To provide military forces to accomplish military missions in the state or around the world; provide homeland security and defense; emergency response; veterans' services; and youth military training and education.

### Core Services

**Alaska Army National Guard** organizes, mans, equips and trains quality units to conduct tactical and stability support operations in support of worldwide U.S. Army requirements and State of Alaska emergency missions.

**Alaska Air National Guard** is a full-spectrum, combat ready aerospace force poised to respond in times of state, national and global need.

**Alaska Military Youth Academy Programs** provide three important core services to the citizens of Alaska. Behavior Modification: ChalleNGe program graduates must demonstrate leadership and maturity, be physically fit, emotionally stable and have a desire to be productive members of our society. Education: Academic education is provided as a core component of the ChalleNGe program. Placement: ChalleNGe program graduates are placed in school or work and have realistic plans for their futures, which they are committed to follow. The STARBASE Program is a catalyst in the education of Alaskan students by increasing performance and improving attitudes in the areas of science and technology.

**Homeland Security and Emergency Management Division** is charged with coordinating the protection of lives and property from terrorism and all other hazards through effective mitigation, crisis management preparedness, response and recovery activities.

**Alaska Statewide Emergency Communications** is charged with promoting, facilitating and implementing information management advancements statewide through interoperable communication practices and application of advanced technologies.

**National Guard Counter Drug Support Program** assists law enforcement agencies in the eradication of drug use through training and enforcement operations.

**State Active Duty Medevac Operations Program** provides expedient rural emergency medical transport of Alaska's citizens to Alaska's Native Health Organizations medical facilities for emergency treatment.

**Alaska National Guard Educational Benefits** provides much needed educational benefits to Alaska's military population and promotes quality units as well as encourages enlistment and retention of the State's citizens.

**Alaska State Defense Force** maintains a prepared and trained mobilized police unit readily available to Alaska residents during times of emergency response.

**Alaska State Veterans' Affairs** develops and sustains statewide veterans' advocacy programs for retired military Alaska residents.

**State Emergency Response Commission** is a team of local government participants throughout Alaska responsible for the planning and promotion of emergency response preparedness activities within their Alaskan localities.

**Alaska National Guard Retirement and Benefits** provides the annual appropriation to the National Guard and Naval Militia Retirement System for purposes of paying retired Alaskan veterans their earned retirement and health benefits.

**Local Emergency Planning Committees (LEPCs)** are responsible for planning, training and exercise activities for oil and hazardous substance releases and keeping their communities informed of oil and hazardous material locations within their jurisdictions. In addition, LEPCs are involved with other all-hazard planning, training and exercise activities

with their local jurisdictions.

**Alaska Naval Militia** maintains a prepared and trained militia available for responses to State of Alaska emergencies and disasters.

**Regimental Elders Program** promotes and encourages native resident participation in National Guard programs throughout rural Alaska.

End Result	Strategies to Achieve End Result
<p><b>A: Strengthen Alaska's National Guard and Homeland Security infrastructure, preparedness and response capabilities for the protection of Alaska's citizens.</b></p> <p><u>Target #1:</u> 100% of the 31 eligible jurisdictions completing their exercise per the State's Three Year Exercise Plan.</p> <p><u>Measure #1:</u> Percentage of jurisdictions meeting the requirements of the State's Three Year Exercise Plan.</p>	<p><b>A1: Increase the strength of Alaska National Guard and Homeland Security preparedness and response capabilities.</b></p> <p><u>Target #1:</u> 1850 Army Guardsmen assigned <u>Measure #1:</u> # of assigned personnel</p> <p><u>Target #2:</u> 2150 Air Guardsmen assigned <u>Measure #2:</u> # of assigned personnel</p> <p><u>Target #3:</u> To maintain a Training Measure of T-3 <u>Measure #3:</u> Quarterly Unit Status Report Rating</p> <p><u>Target #4:</u> 10 communities demonstrate increased resistance (mitigation) to terrorism or disaster events. <u>Measure #4:</u> Number of communities demonstrating increased resistance to terrorism or disaster events.</p> <p><u>Target #5:</u> 20 infrastructure components increase resistance (mitigation) to terrorism or disaster events. <u>Measure #5:</u> Number of infrastructure components demonstrating increased resistance to terrorism or disaster events.</p>
End Result	Strategies to Achieve End Result
<p><b>B: Expand educational and career opportunities for Alaska's youth through the Alaska Military Youth Academy.</b></p> <p><u>Target #1:</u> Increase the number of youth served statewide by 20% annually.</p> <p><u>Measure #1:</u> Percent increase per year in the number of youth served.</p>	<p><b>B1: Maximize academic performance, provide job placement assistance, and increase enrollment through the Alaska Military Youth Academy.</b></p> <p><u>Target #1:</u> 70% of eligible students receive their GED or high school diploma upon completion of the post-residential phase, one year after graduation. <u>Measure #1:</u> Percentage of eligible students who receive their GED or high school diploma upon completion of the post-residential phase, one year after graduation.</p> <p><u>Target #2:</u> At least 25% of applications received are from Interior Alaska applicants. <u>Measure #2:</u> Percent of applications from Interior Alaska.</p> <p><u>Target #3:</u> 90% of students placed at graduation from the residential phase. <u>Measure #3:</u> Percent of students placed at graduation from the residential phase.</p>

End Result	Strategies to Achieve End Result
<b>C: Veterans are supported in pursuit of benefits earned.</b>  <u>Target #1:</u> Benefits, in dollars, recovered for veterans (excluding educational benefits). <u>Measure #1:</u> Dollars recovered.	<b>C1: Knowledge of programs and benefits to veterans is improved through direct contact.</b>  <u>Target #1:</u> Communicate knowledge of programs offered to veterans through written and verbal communications. <u>Measure #1:</u> Number of veterans served.
End Result	Strategies to Achieve End Result
<b>D: Requests for emergency response and recovery to disaster and terrorism prediction, threats and events are delivered.</b>  <u>Target #1:</u> 100% of emergency events are responded to directly or through coordination with multiple agencies. <u>Measure #1:</u> Percentage of emergency events requiring assistance responded to timely.	<b>D1: Improve emergency response to disaster and terrorism threats and events.</b>  <u>Target #1:</u> 90% of requests for emergency assistance will be responded to within 4 hours. <u>Measure #1:</u> % of requests responded to within 4 hours.  <u>Target #2:</u> 80% of disaster predictions and terrorism threats responded to within 1 hour. <u>Measure #2:</u> % of disaster predictions and terrorism threats responded to within 1 hour.

### FY2009 Resources Allocated to Achieve Results

**FY2009 Department Budget: \$46,676,900**

**Personnel:**

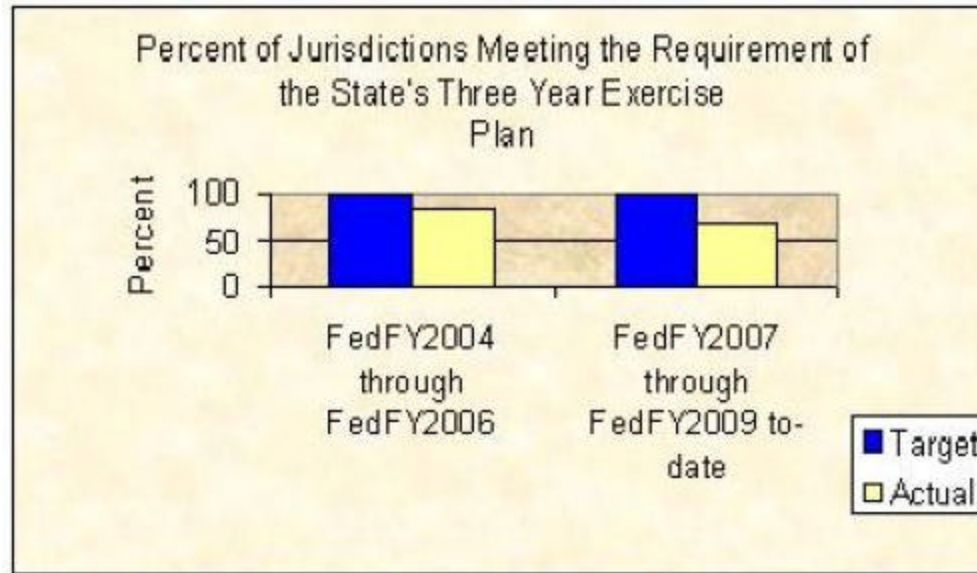
Full time	284
Part time	2
<b>Total</b>	<b>286</b>

## Performance Measure Detail

### A: Result - Strengthen Alaska's National Guard and Homeland Security infrastructure, preparedness and response capabilities for the protection of Alaska's citizens.

**Target #1:** 100% of the 31 eligible jurisdictions completing their exercise per the State's Three Year Exercise Plan.

**Measure #1:** Percentage of jurisdictions meeting the requirements of the State's Three Year Exercise Plan.



**Analysis of results and challenges:** FY2008 – Rating year to date 64.5%.

1st Quarter FY2008: Five communities have completed seven exercises, comprised of three full-scale exercises, three functional exercises, and one tabletop exercise. Only two of the seven have reported their ratings and both were rated as high.

FY07 - The State is off to great start with 15 out of 31 (48%) jurisdictions completing exercises in the first year of a new three year objective; State Exercise performance period, FFY2007 through FFY2009 and it is tied directly to the federally sponsored Homeland Security Grant Program.

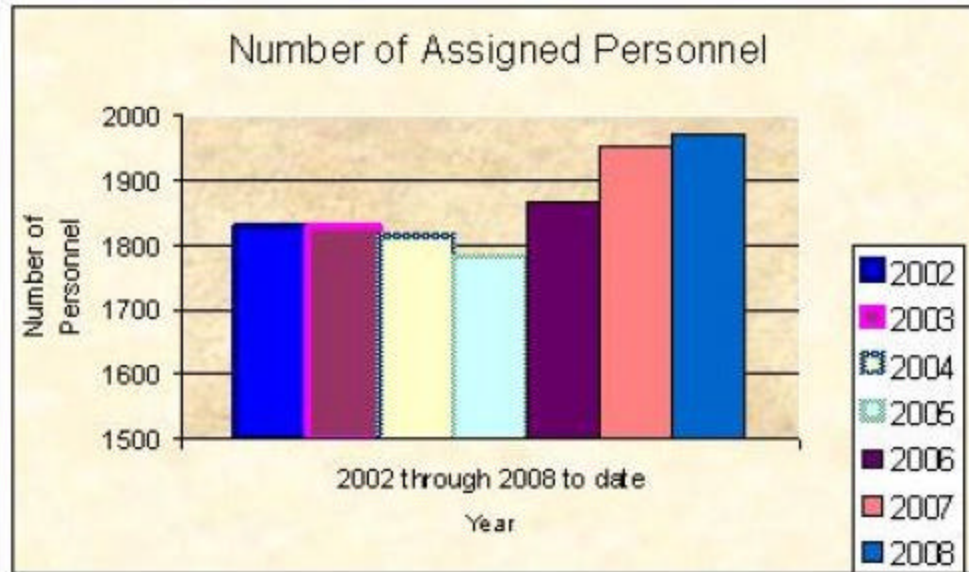
FY06 - Twenty-six of 31 jurisdictions completed their exercises for a rate of 84% completion, therefore the target was not met for this 3 year plan. However, the result of 84% of jurisdictions completing their exercises was very impressive. The plan expired at the end of FFY 2006 and a new plan has been developed and is awaiting implementation for FFY 2007 – FFY 2009.

Through preparedness and conducting meaningful exercises the State's citizenry will be self supporting, open to assisting others, providing a vital information communication link, and be in a position to assist in restoring and/or returning critical infrastructure to an operational condition sooner.

## A1: Strategy - Increase the strength of Alaska National Guard and Homeland Security preparedness and response capabilities.

**Target #1:** 1850 Army Guardsmen assigned

**Measure #1:** # of assigned personnel



### Number and Percent of Federally Authorized Army Guard Strength

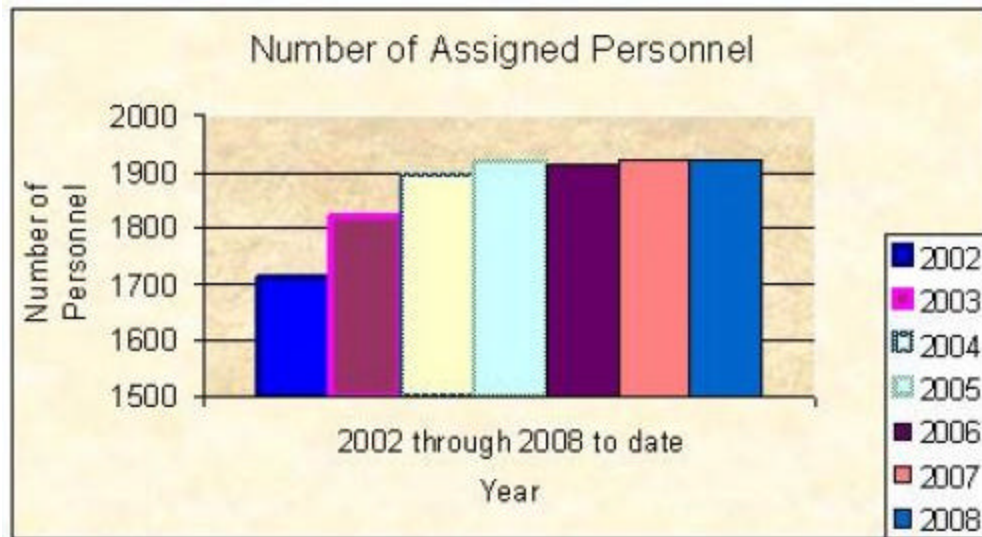
Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD
2002	1830	1817	1847	1823	84%
2003	1811	1823	1823	1868	87%
2004	1850	1812	1804	1790	83%
2005	1764	1767	1770	1834	83%
2006	1834	1844	1847	1951	85%
2007	1950	1942	1950	1972	85%
2008	1972	0	0	0	86%

**Analysis of results and challenges:** The Alaska Army National Guard strength maintenance program focuses on recruiting and retention to obtain strength goals. For the past few years, the Army National Guard has put increased emphasis on recruitment and retention of personnel.

The process from FY2002 to FY2008 reflects actual numbers of assigned personnel.

**Target #2:** 2150 Air Guardsmen assigned

**Measure #2:** # of assigned personnel



#### Number & Percent of Federally Authorized Air Guard Strength

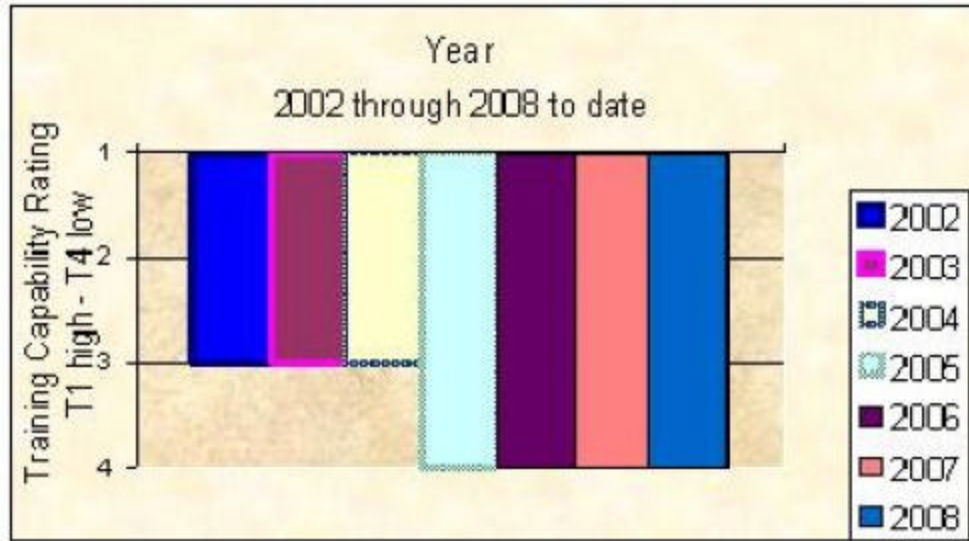
Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD
2002	1711	1708	1713	1720	91%
2003	1720	1841	1864	1863	89%
2004	1874	1898	1902	1907	88%
2005	1916	1930	1914	1919	90%
2006	1922	1922	1900	1898	84%
2007	1926	1926	1926	1913	82%
2008	1921	0	0	0	84%

**Analysis of results and challenges:** The Alaska Air National Guard strength maintenance program focuses on recruiting and retention to obtain strength goals. The progress from FY2002 to FY2008 reflects actual number of assigned personnel. Currently, Alaska is authorized 2278 personnel and as of September 30, 2007, we have 1921 assigned for an overall strength of 84%. The national assigned strength standard is 88%.



**Target #3:** To maintain a Training Measure of T-3

**Measure #3:** Quarterly Unit Status Report Rating



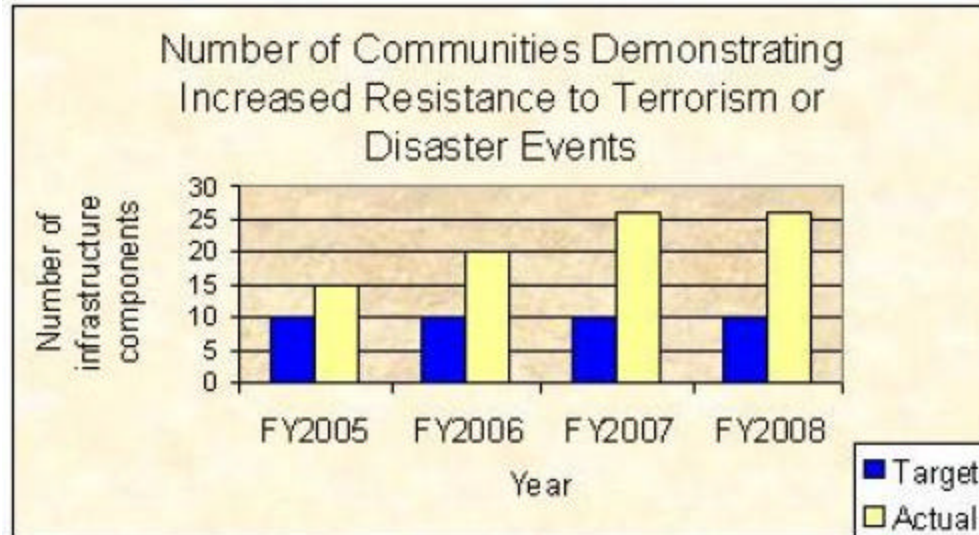
#### Training Capability Rating

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2002	3	3	3	3
2003	3	3	3	3
2004	3	4	3	3
2005	4	4	4	4
2006	4	4	4	4
2007	4	4	4	4
2008	4	0	0	0

**Analysis of results and challenges:** The Alaska Army Guard analyzes and evaluates the training proficiency of soldiers and units. A key data contributor for this measure is the unit status report and training evaluations (T-1 represents best trained, T-4 represents the need for additional training). Deployed soldiers have reduced Unit capabilities from T-3 to T-4.

**Target #4:** 10 communities demonstrate increased resistance (mitigation) to terrorism or disaster events.

**Measure #4:** Number of communities demonstrating increased resistance to terrorism or disaster events.



**Analysis of results and challenges:** FY2008 - Year-to-date, 26.

1st Quarter FY2008: Five communities completed seven exercises, comprised of three full-scale exercises, three functional exercises and one tabletop exercise. Division of Homeland Security and Emergency Management (DHS&EM) partnered with representatives from Department of Health and Social Services (DHSS) and the Matanuska Susitna Local Emergency Planning Commission (LEPC) to provide disaster preparedness information at the Alaska State Fair. DHS&EM staff taught earthquake preparedness during three Quake Cottage Events: Valley Christian School to 60 youth and adults, Seward Elementary School to 250 youth and adults, Seward Boys & Girls Club to 16 youth and adults. TsunamiReady visits were made to King Cove, Cold Bay and Sand Point. During the visits, the TsunamiReady Team met with city emergency personnel and city leaders, held public open forums, and gave presentations at local schools.

DHS&EM participated in the University of Alaska's Emergency Management Conference in Fairbanks and made presentations on emergency operations center management, National Incident Management System/Incident Command System compliance and an overall view of what DHS&EM can do for the universities. As a result of the meeting, the Division has been invited to visit all 16 campuses and to partner with them in emergency preparedness.

DHS&EM completed a security vulnerability assessment of criteria infrastructure for the City of Petersburg. Eight communities developed Hazard Mitigation Plans; Alakanuk, Kivalina, Kotzebue, Kotlik, Bethel, Emmonak, Newtok, and Cordova. The following communities completed and closed out Hazard Mitigation and Reduction projects; the City of Aniak: Helicopter landing pad for emergency evacuation, Homer: Tree clearing – Swanson River, and the City of Nome: Museum sump pump.

FY07 - This target was achieved. Twenty-six communities took a wide range of actions to improve their preparedness posture. Local jurisdiction awareness levels were increased by; Incident Command System (ICS) table top exercises, a radiological response exercise, the 2007 Alaska Shield Northern Edge Exercise, updating community plans allowing the community to remain eligible for future disaster funding, developing Local Hazard Mitigation Plans, conducting National Incident Management System/Incident Command System (NIMS/ICS) training, receipt of two Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Incident Response Vehicles, and conducting security and vulnerability assessment of criteria infrastructure.

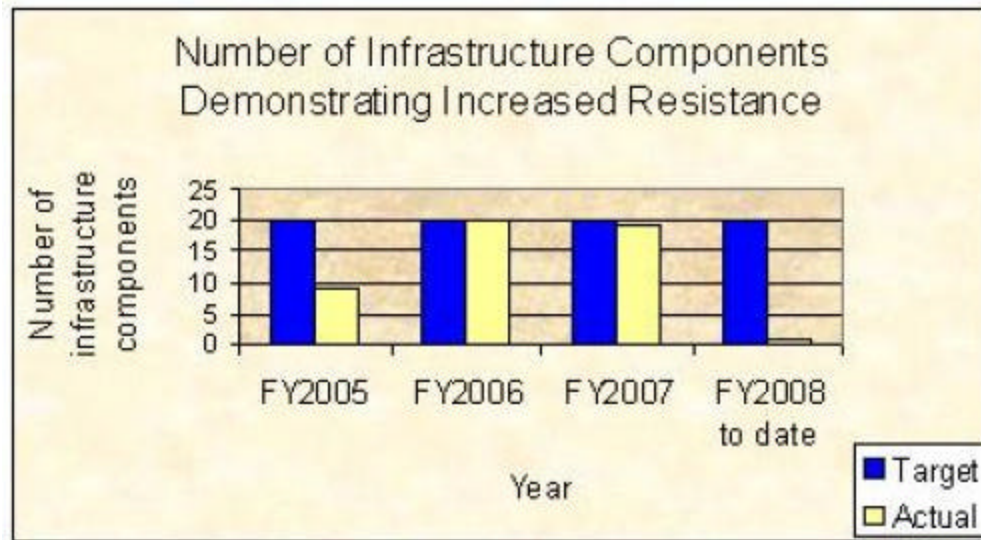
FY06 - This target was achieved. There were 20 communities improving their resistance for a terrorism or disaster event. The majority of the actions came from participating in the 2005 Alaska Shield/Northern Edge statewide exercise. Communities were given an opportunity to test an integrated response to a wide variety of

simulated emergencies across the entire state. Full scale exercises were held to test community emergency plans, communication, and identify improvement area for future preparedness exercise.

FY05 - This target was achieved. Fifteen communities took action to improve their resistance for a terrorism or disaster event. Activities taken to increase awareness included: use of the State's Earthquake simulator, information displays on disaster preparedness, publishing information on volcanic ash fall mitigation, table-top exercises, training of two Community Emergency Response Teams, developing five community Mitigation Plans, and finalizing the State's All-Hazard Mitigation Plan. In addition, a statewide hazard vulnerability analysis was conducted using the Uniform Building Code (UBC) classifications for earthquakes, ravine flooding, avalanche, and permafrost. Results led to changes in the UBC to reduce losses from disaster events.

**Target #5:** 20 infrastructure components increase resistance (mitigation) to terrorism or disaster events.

**Measure #5:** Number of infrastructure components demonstrating increased resistance to terrorism or disaster events.



**Analysis of results and challenges:** FY2008 Year-to-date, 1.

1st Quarter FY2008: Division of Homeland Security and Emergency Management (DHS&EM) completed a security vulnerability assessment on critical infrastructure for the City of Petersburg.

FY07 - This target was achieved. DHS&EM staff provided technical assistance to 19 communities by preparing documentation eligibility forms for individuals directly affected by this year's disasters. The Division's Security and Vulnerability Assessment (SVA) Team completed the Concept of Operations Plan and was validated during the 2007 Alaska Shield/Northern Edge exercise. In addition, the SVA Team completed assessments for Marathon Oil in Nikiski Alaska, the Port of Anchorage (POA), the Trans Alaska Pipeline System (TAPS), the North Pole Refinery Complex/TAPS Metering Station, and conducted detailed tactical planning workshops for three critical infrastructure nodes: North Pole Industrial Complex/TAPS Metering Station, Pump Station 9/Tanana River Bridge, and Nikiski Industrial Complex.

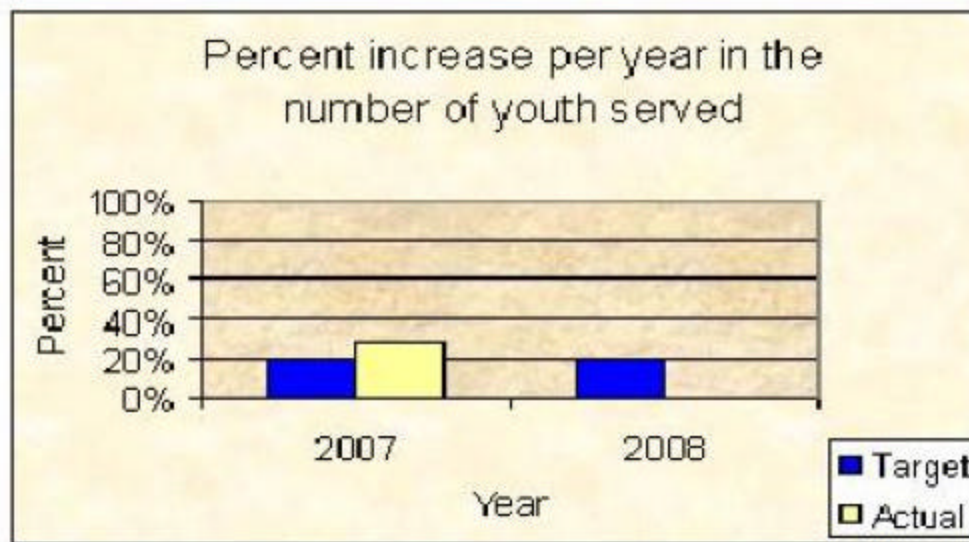
FY06 - This target was achieved. The training received in FY05 for the SVA Team has resulted in tremendous benefits. Twenty infrastructure components have demonstrated an increased resistance towards a terrorism or disaster event. The cruise ship docks in Ketchikan, Skagway, and Juneau completed risk assessments of their facilities: The Flint Hills Refinery, Fairbanks Airport, Anchorage Ted Stevens International Airport, City of North Pole's water treatment plant, City of Barrow's natural gas fields, and the Port of Anchorage participated in the Alaska Shield/Northern Edge 2005 statewide exercise. The SVA Team assisted 11 separate infrastructure sites in completing their Buffer Zone Protection Plans for submission to the U.S. Office of Domestic Preparedness.

FY05 - This target was not achieved in FY05 due to the initial training for the Division's SVA Team. Nine infrastructure components demonstrated an increased resistance towards a terrorism or disaster event. Activities included: instructing University of Alaska Anchorage staff on how to conduct and analyze facilities for mitigation projects, conducted full vulnerability assessments on the Matanuska Susitna Borough, Matanuska Electric Association, Alaska Regional Hospital, and a partial assessment for the State Department of Fish and Game's Anchorage facility. The Division's Security Vulnerability Analysis (SVA) Team assisted the Federal Transportation Security Administration evaluation and assessment of the Alaska Railroad Corporation, completed a security and vulnerability assessment for the Flint Hills Refinery, provided technical assistance to Chugach Electric in completing their Buffer Zone Assessment Application, and performed an assessment of the State Telecommunications Facility (Alaska Land Mobile Radio Controller site) and Tudor Tower.

## **B: Result - Expand educational and career opportunities for Alaska's youth through the Alaska Military Youth Academy.**

**Target #1:** Increase the number of youth served statewide by 20% annually.

**Measure #1:** Percent increase per year in the number of youth served.



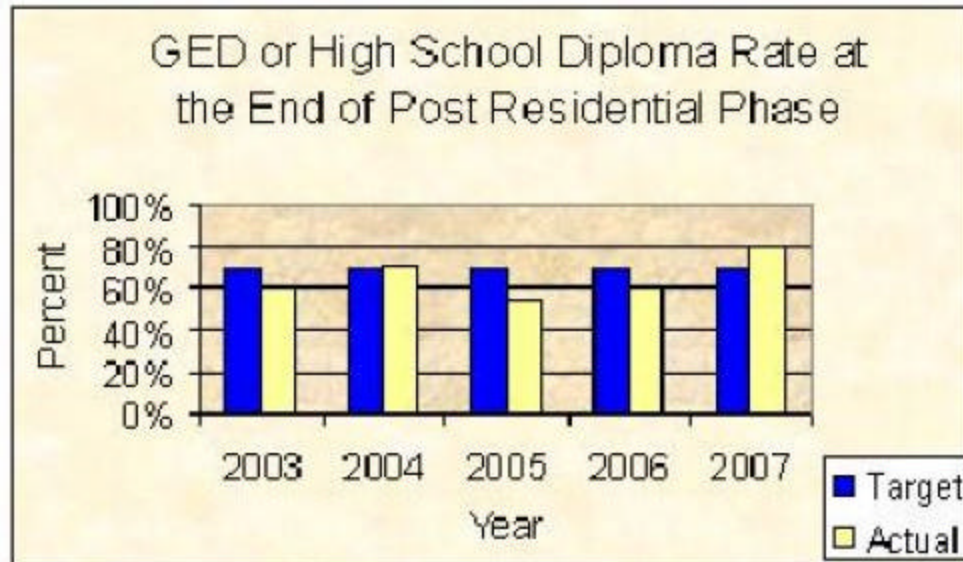
**Analysis of results and challenges:** This is a new measurement for the division in 2007. We are meeting this result based on the applicant pool for the first available class in ChalleNGe in FY2008. The number of applicants asking to participate in the program was well over the estimate. Additionally, our television and radio commercials targeted at the 16-18 year old age groups challenge youth. For example, our TV commercial offers youth the chance to finish high school and learn life coping skills. Further, the commercial challenges youth to a life changing experience and the challenge to achieve more.



## **B1: Strategy - Maximize academic performance, provide job placement assistance, and increase enrollment through the Alaska Military Youth Academy.**

**Target #1:** 70% of eligible students receive their GED or high school diploma upon completion of the post-residential phase, one year after graduation.

**Measure #1:** Percentage of eligible students who receive their GED or high school diploma upon completion of the post-residential phase, one year after graduation.

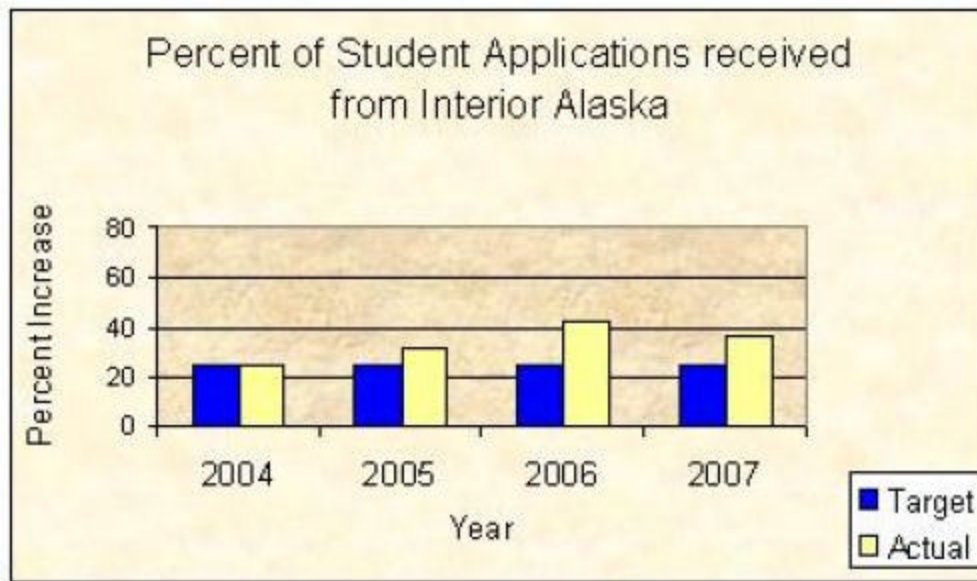


**Analysis of results and challenges:** Eligible is defined as students who meet the State of Alaska requirements for GED testing and those students who meet Alaska requirements for earning a traditional high school diploma.

Actual data is based on a federal program year of April 1- March 31.

**Target #2:** At least 25% of applications received are from Interior Alaska applicants.

**Measure #2:** Percent of applications from Interior Alaska.

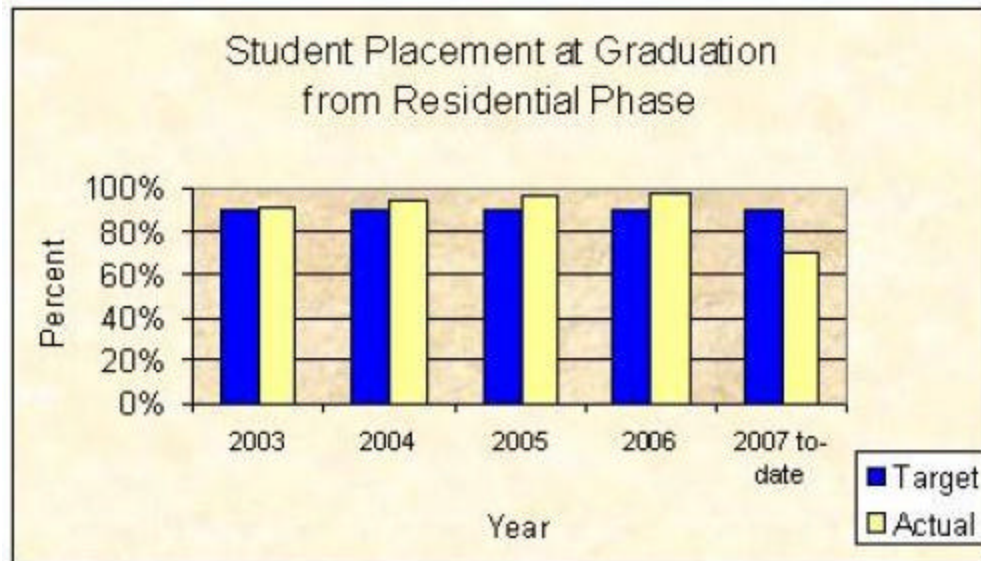


**Analysis of results and challenges:** The Academy opened an Admissions Office in Fairbanks in March

2004. In 2007 to-date, 36% of applications have been submitted from interior applicants.

**Target #3:** 90% of students placed at graduation from the residential phase.

**Measure #3:** Percent of students placed at graduation from the residential phase.



**Analysis of results and challenges:** The Academy has achieved excellent placement results. The academy will provide earlier and broader placement opportunities to students enrolled in the 22 week residential phase. This effort will, in turn, allow more time to focus on education and/or job-seeking students enrolled in the one year post residential phase of the Challenge Program. Actual data is based on a federal program year of April 1- March 31.

Job and education/training search opportunities for residential students have been increased and adult volunteer mentors have been involved in placement activities to support this effort.

### C: Result - Veterans are supported in pursuit of benefits earned.

**Target #1:** Benefits, in dollars, recovered for veterans (excluding educational benefits).

**Measure #1:** Dollars recovered.



**Analysis of results and challenges:** The Alaska Veterans Services Office is committed to helping veterans

become more aware of the benefits available. In FY07, our recovery dollar amount was \$22,579,594 which is an increase of \$198,210.00 over FY06.

By identifying advocacy programs, contacts and increasing veterans' knowledge of programs offered, the agency has been able to greatly assist veterans in the pursuit of benefits earned.

**C1: Strategy - Knowledge of programs and benefits to veterans is improved through direct contact.**

**Target #1:** Communicate knowledge of programs offered to veterans through written and verbal communications.

**Measure #1:** Number of veterans served.

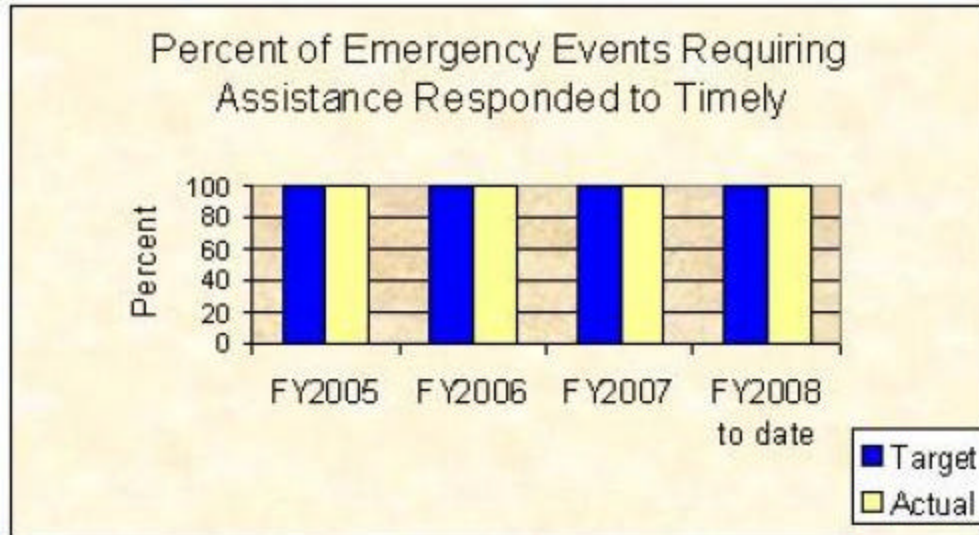


**Analysis of results and challenges:** The Alaska Veterans Services Office is committed to helping veterans become more aware of the benefits available. In FY2007, over 11,860 veterans were assisted by the office in the areas of out-patient applications, appeals, power of attorney documents, claims filed, and cases reviewed.

## D: Result - Requests for emergency response and recovery to disaster and terrorism prediction, threats and events are delivered.

**Target #1:** 100% of emergency events are responded to directly or through coordination with multiple agencies.

**Measure #1:** Percentage of emergency events requiring assistance responded to timely.

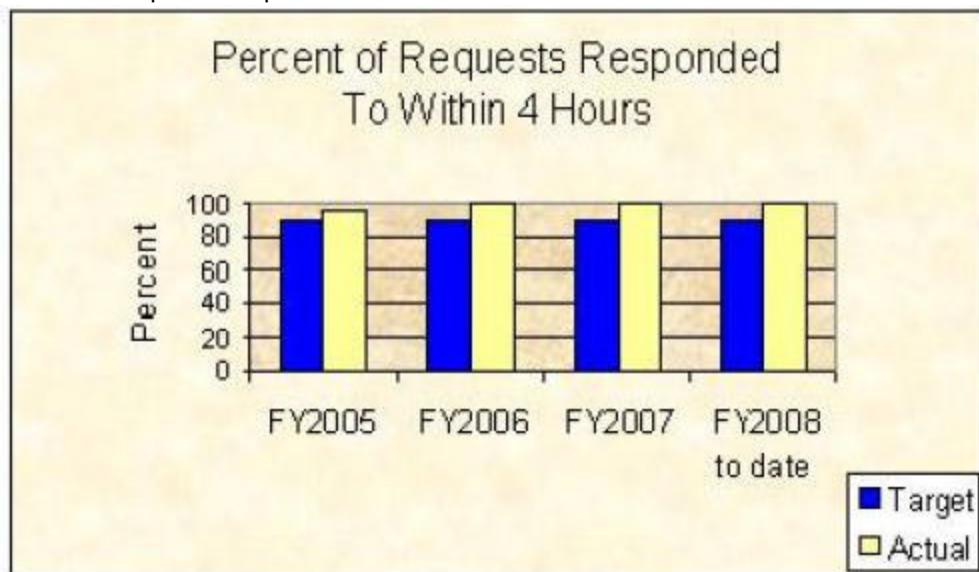


**Analysis of results and challenges:** FY2008 - All events to date have been responded to within the target timeframe. There were eight events in the first quarter of the fiscal year.

## D1: Strategy - Improve emergency response to disaster and terrorism threats and events.

**Target #1:** 90% of requests for emergency assistance will be responded to within 4 hours.

**Measure #1:** % of requests responded to within 4 hours.



**Analysis of results and challenges:** FY2008 Rating Year to Date, 100%.

1st Quarter FY2008 - July 2007 – Cummings Road Flooding; State Emergency Coordination Center



(SECC)/Response received notification from a private citizen that Cummings Road east of Delta Junction was flooded and cutting off their access to the community. Through Healy Lake Village Council, Division of Homeland Security and Emergency Management (DHS&EM) received a request for state assistance to fix the road. SECC coordinated with local community representatives, Department of Transportation and Public Facilities (DOT), Department of Natural Resources (DNR), Department of Commerce, Community, and Economic Development (DCCED), and Bureau of Indian Affairs (BIA) to resolve this issue.

July 2007 – Upper Kuskokwim Request for Fuel Assistance; The City of McGrath and the Village of Nikolai were concerned regarding difficulties with the fuel barge scheduled to off-load fuel to McGrath and the villages upstream. DHS&EM made contact with the fuel barge company for a delivery schedule and then coordinated delivery of fuel to the villages upstream of McGrath with a priority placed on the most urgent need.

July 2007 – Beaver Power Plant Fire; SECC/Response received word the Power Plant in Beaver was lost due to fire. DHS&EM coordinated with local community representatives, Alaska Energy Authority (AEA), United Utilities, Department of Environmental Conservation (DEC), and DCCED to resolve this issue. AEA flew a temporary generator, cables, poles and transformers to Beaver. In addition, DHS&EM staff flew to the community to assess the potable water situation and to assess immediate Village needs. The community submitted a disaster declaration and requested state assistance and DHS&EM is actively working with state and local representatives to restore a power generation system.

August 2007 – Graveyard Point Cemetery Erosion; SECC/Response received a request for assistance from the Bristol Bay Native Corporation (BBNC) regarding some early 1900s-era bodies and caskets that have been exposed at Graveyard Point, upriver from Naknek. DHS&EM contacted State epidemiology, DNR, and the Bristol Bay Borough to determine land ownership and re-internment possibilities. This issue was turned over to Borough officials to take the lead in developing a final resolution. DHS&EM along with DNR, Department of Health and Social Services (DHSS), and DEC are working closely with Bristol Bay Borough to resolve this issue.

August 2007 – McGrath Erosion and Levee Reconstruction; SECC/Response was requested to look into why there were continuing delays regarding the repairs to the levee in McGrath. The levee/road was damaged during the 2005 Spring Floods, a State declared disaster, and was experiencing new erosion. In conjunction with DHS&EM Disaster Assistance, a site visit was performed to help resolve McGrath's levee issue. DHS&EM is working with Corps of Engineers to resolve this issue.

August 2007 – Tuluksak Power Problems; SECC/Response received a local disaster declaration and request for State assistance from the President of the Tuluksak Native Community Council for financial assistance to purchase a large-capacity (500-kilowatt) generator. DHS&EM is working with local officials, AEA and the Governor's office to resolve this issue.

September 2007 – Kivalina Sea Wall Damage; In a joint effort between the Northwest Arctic Borough (NWAB) and the village of Kivalina, 208 individuals were voluntarily evacuated to the Red Dog Mine and to the City of Kotzebue during a recent Fall Sea Storm. DHS&EM staff was sent to Kivalina to provide assistance and to evaluate a 1,000 linear feet breach of the 1,600-foot protective seawall. City officials and NWAB requested state assistance to support the evacuation efforts, rebuild the sea wall, and stop the associated threat to the fuel tank farm. DHS&EM along with U.S. Coast Guard, DEC, DHSS, and Northwest Arctic Borough are actively working this situation.

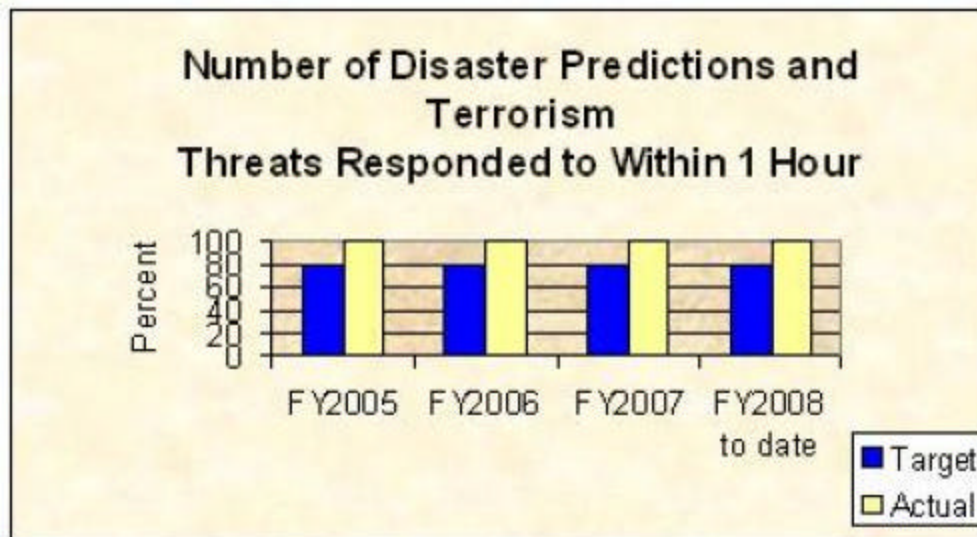
FY2007 - The target was achieved. The Division had 20 requests that were responded to in the first 4 hours. Requests were: the City of Hooper Bay had a massive fire destroying nearly 10% of the community including 14 residences, the ANICA store, and the old school; flooding in Matanuska Susitna Borough, Kenai Peninsula Borough, the Denali Borough, the Cities of Valdez, Cordova, Seward, Tazlina, Newhalen, Metlakatla, and Prince Rupert, British Columbia; fuel emergencies in St. Michael and Noatak; a strong windstorm with wind gusts of over 80 mph impacted the western coast of Alaska and disaster declarations were received by Goodnews Bay, Platinum, Quinhagak, Kongiganak, and Tununak; loss of power in the Community of Sunrise and Egegik; erosion impacting local homes and/or salmon streams in Egegik and Sutton; supported Caribou Hills and Susitna River Wildfires; a leaking sewage lagoon in Ambler; and the grounding of the cruise ship Empress of the North in Juneau.

FY2006 - The target was achieved. The Division had seven requests that were responded to in the first 4 hours. Requests were: as a direct result of the Bristol Bay Winter Storm, communities were notified of potential flooding and needed to take necessary protective measures to minimize damage and/or loss of life. Two requests came from the West Coast Fall Sea Storm where high winds and storm surges caused damage in numerous communities and the Southeast Storm which dumped near-record rain on several communities, resulting in flooding and land slides. A strong storm hit the Aleutian Chain and the West Coast of Alaska causing flooding and wind damage, a strong storm hit South Central Alaska spurring avalanches, and causing power problems related to extreme cold weather. The ice jam flooding in Western Alaska where communities were notified of potential flooding necessitated protective measures to minimize damage and/or loss of life, with the evacuation of 32 residents from the community of Koyukuk.

FY2005 - The target was achieved. Nineteen requests for assistance were received and 18 were responded to within 4 hours, for a 96.5% success rate. The one shortfall was due to winter conditions during the Kaktovik winter storm that prevented crews from reaching their destination to restore the community's power. Examples of requests: wild-land fires in the interior, power generator failure, erosion threats to facilities, damage from the Bering Sea Storm, low water storage, and power outages.

**Target #2:** 80% of disaster predictions and terrorism threats responded to within 1 hour.

**Measure #2:** % of disaster predictions and terrorism threats responded to within 1 hour.



**Analysis of results and challenges:** FY2008 – rating Year to Date 100%.

1st Quarter FY2008: July 2007 – Cummings Road Flooding; State Emergency Coordination Center (SECC)/Response received notification from a private citizen that Cummings Road east of Delta Junction was flooded and cutting off their access to the community. Through Healy Lake Village Council, Division of Homeland Security and Emergency Management (DHS&EM) received a request for state assistance to fix the road. SECC coordinated with local community representatives, Department of Transportation and Public Facilities (DOT), Department of Natural Resources (DNR), Department of Commerce, Community, and Economic Development (DCCED), and Bureau of Indian Affairs (BIA) to resolve this issue.

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FY2007 - The target was achieved. Twenty requests were received and responded to within one hour, for a 100% success rate.

FY2006 - The target was achieved. Seven requests were received and responded to within one hour, for a 100% success rate.

FY2005 - The target was achieved. Five requests were received and responded to within one hour, for a 100% success rate.

## Prioritization of Agency Programs

(Statutory Reference AS 37.07.050(a)(13))

- |  |  |
|--|--|
| 1. Alaska Army National Guard Military Operations  | 11. Air Guard Facilities Maintenance               |
| 2. Alaska Air National Guard Military Operations   | 12. Alaska Military Youth Academy STARBASE Program |
| 3. Alaska Military Youth Academy Challenge Program | 13. Alaska State Defense Force                     |

- |   |   |
|---|---|
| 4. Homeland Security and Emergency Management                         | 14. Alaska State Veterans' Affairs            |
| 5. Integrated Statewide Strategic Emergency Communications Management | 15. State Emergency Response Commission       |
| 6. Alaska Aviation Safety Program                                     | 16. Alaska National Guard Retirement Benefits |
| 7. National Guard Counter Drug Support Program                        | 17. Local Emergency Planning Committees       |
| 8. State Active Duty Medevac Operations                               | 18. Alaska Naval Militia                      |
| 9. Alaska National Guard Educational Benefits                         | 19. Regimental Elders                         |
| 10. Army Guard Facilities Maintenance                                 |   |

## Component: Office of the Commissioner

### Contribution to Department's Mission

#### Office of the Commissioner:

To provide executive management and policy direction to the divisions within the department.

#### Division of Administrative Services:

To provide a wide range of administrative services to support the department's mission.

#### Counter Drug Support Program (CDSP):

Operates a joint unit comprised of members of both Air and Army National Guard. Established in 1989, CDSP is comprised of traditional guardsmen on Active Duty for Special Work in a Title 32 status. Federal regulations dictate operational parameters while federal funding and drug asset forfeiture monies provide for the program's entire budget. CDSP provides assistance only in response to requests from law enforcement agencies and community-based organizations. CDSP provides statewide assistance in accordance with priorities established in the State Plan.

### Core Services

#### Commissioners Office

- Department Leadership

#### Division of Administrative Services

- Budget and Accounting
- Procurement, Contracting and Property Management
- Telecommunications and Information Technology
- Capital Improvement Project Oversight
- Postal and Mail Distribution Services

#### National Guard Counter Drug Support

- Support law enforcement agencies in drug enforcement operations
- Assist in training Law Enforcement Officers
- Provide support to community based drug awareness programs
- High-Ropes Summer Youth Camp

End Result	Strategies to Achieve End Result
<b>A: Customers are satisfied.</b>  <u>Target #1:</u> Complete annual survey to determine % of satisfied customers. <u>Measure #1:</u> Percent of survey questions scored at 4 or better to determine satisfied customers.	<b>A1: Determine customer satisfaction, effectiveness of communication and other issues impacted by the division's program management and administration.</b>  <u>Target #1:</u> Distribute annual survey to determine % of satisfied customers. <u>Measure #1:</u> Number of annual surveys distributed to determine customer satisfaction.

Major Activities to Advance Strategies	
<ul style="list-style-type: none"> <li>• Admin Services - Increase frequency of federal cash collections</li> <li>• Admin Services - Implement federal cash advance requests whenever programmatically possible</li> </ul>	<ul style="list-style-type: none"> <li>• Admin Services - Conduct training to meet specific programmatic needs</li> <li>• Admin Services - Conduct on-site meetings with agency staff and directors</li> </ul>

### Major Activities to Advance Strategies

- Admin Services - Conduct customer surveys
- Admin Services - Conduct on-site visits
- Admin Services - Analyze federal grant cash management requirements
- Admin Services - Standardize departmental policies and procedures
- Counter Drug - Assist, upon request, federal, state and local law enforcement agencies
- Counter Drug - Manage the Army National Guard's Substance Abuse Program
- Counter Drug - High Ropes Course Summer Youth Camp

### FY2009 Resources Allocated to Achieve Results

**FY2009 Component Budget: \$3,929,500**

**Personnel:**

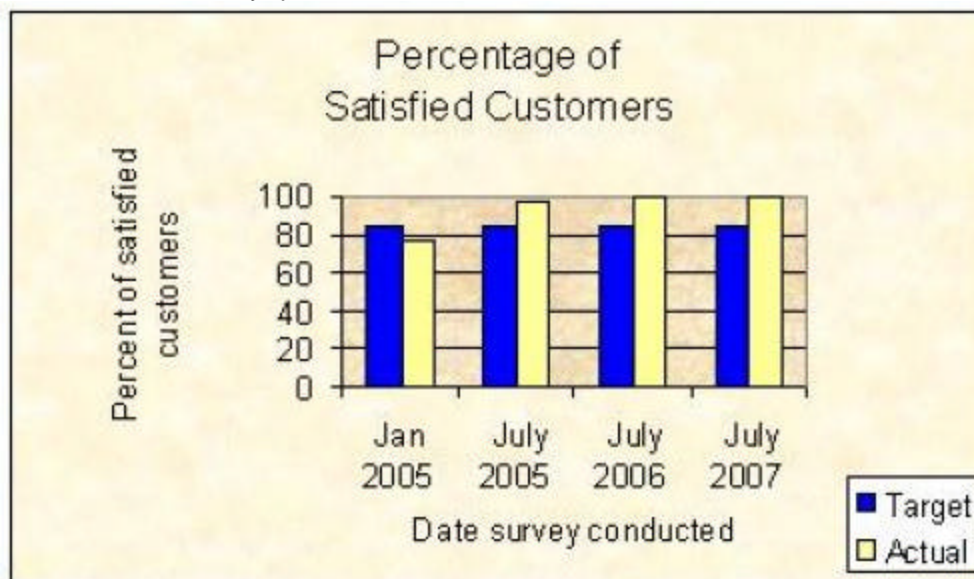
Full time	39
Part time	0
<b>Total</b>	<b>39</b>

### Performance Measure Detail

#### A: Result - Customers are satisfied.

**Target #1:** Complete annual survey to determine % of satisfied customers.

**Measure #1:** Percent of survey questions scored at 4 or better to determine satisfied customers.



**Analysis of results and challenges:** The Commissioner's Office is comprised of three main sections: Office of the Commissioner, Division of Administrative Services and Counter Drug Support Program. The division provides executive management, policy direction, budget and accounting, procurement, contracting and property management, telecommunications and support to law enforcement agencies in drug enforcement operations.

In an effort to determine customer satisfaction, effectiveness and our impact on other division's program management and administration, we distribute survey materials both in hard copy annually and an online version that is available to anyone at anytime.

Our satisfactory rating is currently a 5.6 on a scale of 1-7 (7 being the highest). Our target was to have a rating of 4 or better on all questions answered and we are currently exceeding that target.

The annual survey was completed in July 2007 with an average rating of 5.6 for all questions asked. An overall average rating of 4 or better was obtained on 100% of the surveys.

**A1: Strategy - Determine customer satisfaction, effectiveness of communication and other issues impacted by the division's program management and administration.**

**Target #1:** Distribute annual survey to determine % of satisfied customers.

**Measure #1:** Number of annual surveys distributed to determine customer satisfaction.

**Number of surveys distributed**

Year	YTD
2005	2
2006	1
2007	1

**Analysis of results and challenges:** As of FY 2007, four surveys have been distributed to customers for measurement of satisfaction. In addition, a link to the customer survey is available at all times to anyone that would like to comment or offer suggestions. We are meeting this target at 100%.

## Component: Homeland Security and Emergency Management

### Contribution to Department's Mission

The mission of the Division of Homeland Security and Emergency Management is to protect lives and property from terrorism and all other hazards and provide rapid recovery from all disaster events.

### Core Services

This component provides the organizational structure for the Division of Homeland Security and Emergency Management (DHS&EM). DHS&EM accomplishes its duties pursuant to AS 26.20, AS 26.23, Administrative Order No. 203, applicable parts of Title 46, and Administrative Order No. 170 under this structure.

In response to a natural, technological, or terrorist based disaster the primary mission of the Division is to save lives and protect property. This is done through an "all-hazards" approach to disaster management that integrates the available resources of Federal, State, borough and municipal governments. The "all hazards" approach can be broken down into the following categories and actions:

- Mitigation/Prevention/Planning - actions taken to reduce vulnerability to all hazards, including terrorism.
- Crisis Management - actions taken to analyze intelligence, assess all hazard threats and deter terrorism.
- Preparedness - actions taken to prepare customers to minimize the effects of disaster and terrorism events.
- Response - actions taken to protect lives and minimize property loss from disaster or terrorism events.
- Recovery - actions taken to restore customers to pre-disaster or terrorist attack conditions.

#### Examples of the services provided are:

- Emergency Response & Recovery Planning
- Emergency Management Training
- Emergency Management Exercises
- Management of the State Emergency Coordination Center (SECC)
- State-level Crisis and Disaster Management Coordination with the SECC
- Key Infrastructure Security and Mitigation Measures
- Intelligence Analysis, Sharing and Dissemination
- Statewide Critical Infrastructure Vulnerability Analysis
- Management of the State's Homeland Security Advisory (threat level) System (HSAS)
- Emergency Management and Homeland Security Grant Management
- Institutionalizing National Incident Management System (NIMS)
- Participation on Multi-Agency Emergency Management Commissions/Committees
- Coordination of Disaster Response and Recovery Programs
- Educational Emergency Management Outreach Programs
- Coordinates State Continuity of Government Planning
- Supports Local Government Emergency Management Activities
- Promotes and Assists in Continuity of Government and Continuity of Operations Planning

End Result	Strategies to Achieve End Result
<p><b>A: Ensure Alaska is prepared to rapidly respond to and recover from a natural disaster or terrorism event.</b></p> <p><u>Target #1:</u> 100% of emergency events are responded to directly or through coordination with multiple agencies.</p> <p><u>Measure #1:</u> Percentage of emergency events requiring assistance responded to timely.</p>	<p><b>A1: Increase terrorism &amp; disaster preparedness.</b></p> <p><u>Target #1:</u> 10 communities will demonstrate increased resistance (mitigation) to terrorism or disaster events.</p> <p><u>Measure #1:</u> Number of communities demonstrating increased resistance to terrorism or disaster events.</p> <p><u>Target #2:</u> 20 infrastructure components with increased</p>



<p><u>Target #2:</u> 100% of the 31 eligible jurisdictions completing their exercise per the State's Three Year Exercise Plan.</p> <p><u>Measure #2:</u> Percentage of jurisdictions meeting the requirements of the State's Three Year Exercise Plan.</p>	<p>resistance (mitigation) to terrorism or disaster events.</p> <p><u>Measure #2:</u> Number of infrastructure components demonstrating increased resistance to terrorism or disaster events.</p> <p><u>Target #3:</u> 50% of the jurisdictions conducting an Exercise will achieve a Readiness Rating of Medium or High.</p> <p><u>Measure #3:</u> % of jurisdictions conducting Exercises that achieve a Medium or High Readiness Rating.</p> <p><u>Target #4:</u> 15 jurisdictions will conduct a formal emergency planning process and an annual exercise.</p> <p><u>Measure #4:</u> Number of jurisdictions conducting an emergency planning process and an annual exercise.</p> <p><b>A2: Improve emergency response and recovery to disaster and terrorism prediction, threats and events.</b></p> <p><u>Target #1:</u> 90% of requests for emergency assistance will be responded to within 4 hours.</p> <p><u>Measure #1:</u> % of requests responded to within 4 hours.</p> <p><u>Target #2:</u> 80% of disaster predictions and terrorism threats responded to within 1 hour.</p> <p><u>Measure #2:</u> % of disaster predictions and terrorism threats responded to within 1 hour.</p> <p><u>Target #3:</u> Ensure all victims are provided access to temporary or adequate housing within 10 days.</p> <p><u>Measure #3:</u> % of victims provided access to temporary or adequate housing within 10 days.</p> <p><u>Target #4:</u> Return all critical infrastructures to an operational condition within 7 days.</p> <p><u>Measure #4:</u> % of critical infrastructures returned to an operational condition within 7 days.</p>
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### Major Activities to Advance Strategies

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Risk Assessments</li> <li>• Vulnerability Assessments</li> <li>• Hazard Awareness Outreach</li> <li>• Hazard Mitigation Plans</li> <li>• Hazard Reduction Projects</li> <li>• Hazard Reduction Legislation</li> <li>• Collaboration on Hazard Reduction Scientific Projects</li> <li>• Establish &amp; Sustain Collaborative Partnerships</li> <li>• Grants Management</li> <li>• Technical Assistance</li> <li>• Exercises</li> <li>• Develop Critical Infrastructure List</li> <li>• Training Courses and Exercises</li> <li>• Emergency Management System Assessments</li> </ul> | <ul style="list-style-type: none"> <li>• Develop and Implement Threat Procedures</li> <li>• Emergency Operation Plans</li> <li>• Site Security Plans</li> <li>• Preparedness Outreach</li> <li>• Annual and/or Recurring Threat Specific Projects</li> <li>• Emergency Operation Center Consolidation</li> <li>• Emergency Operation Center Activation</li> <li>• Distribute Situational Reports</li> <li>• Life Safety Assessments</li> <li>• Fiscal Assessment</li> <li>• Coordinate Resource Deployments</li> <li>• Alert and Warning Dissemination</li> <li>• Assessment/Preparation for Governor's Disaster Declaration</li> </ul> |
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### FY2009 Resources Allocated to Achieve Results

**FY2009 Component Budget: \$6,583,700**

**Personnel:**

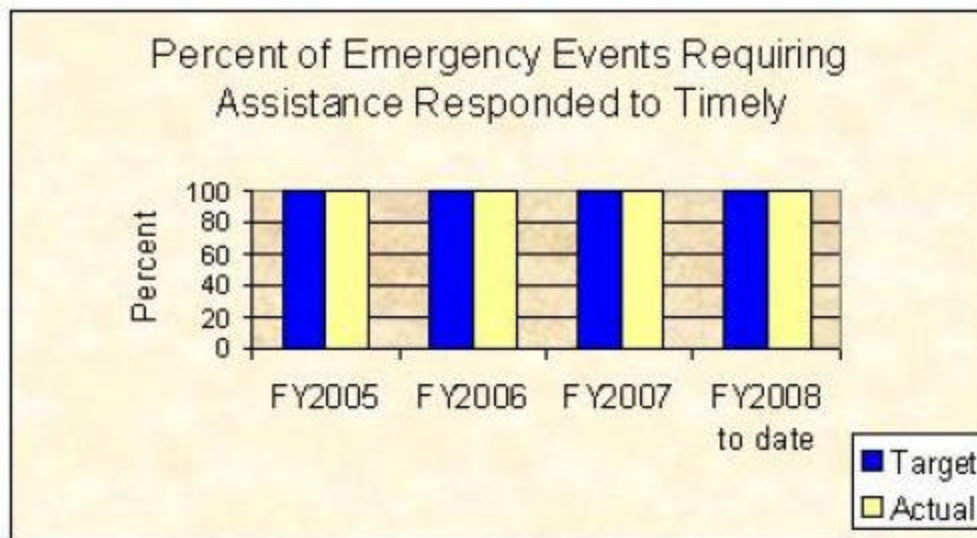
Full time	43
Part time	0
<b>Total</b>	<b>43</b>

### Performance Measure Detail

#### A: Result - Ensure Alaska is prepared to rapidly respond to and recover from a natural disaster or terrorism event.

**Target #1:** 100% of emergency events are responded to directly or through coordination with multiple agencies.

**Measure #1:** Percentage of emergency events requiring assistance responded to timely.



**Analysis of results and challenges:** FY2008 – rating Year to Date 100%.

1st Quarter FY2008: July 2007 – Cummings Road Flooding; State Emergency Coordination Center (SECC)/Response received notification from a private citizen that Cummings Road east of Delta Junction was flooded and cutting off their access to the community. Through Healy Lake Village Council, Division of Homeland Security and Emergency Management (DHS&EM) received a request for state assistance to fix the road. SECC coordinated with local community representatives, Department of Transportation and Public Facilities (DOT), Department of Natural Resources (DNR), Department of Commerce, Community, and Economic Development (DCCED), and Bureau of Indian Affairs (BIA) to resolve this issue.

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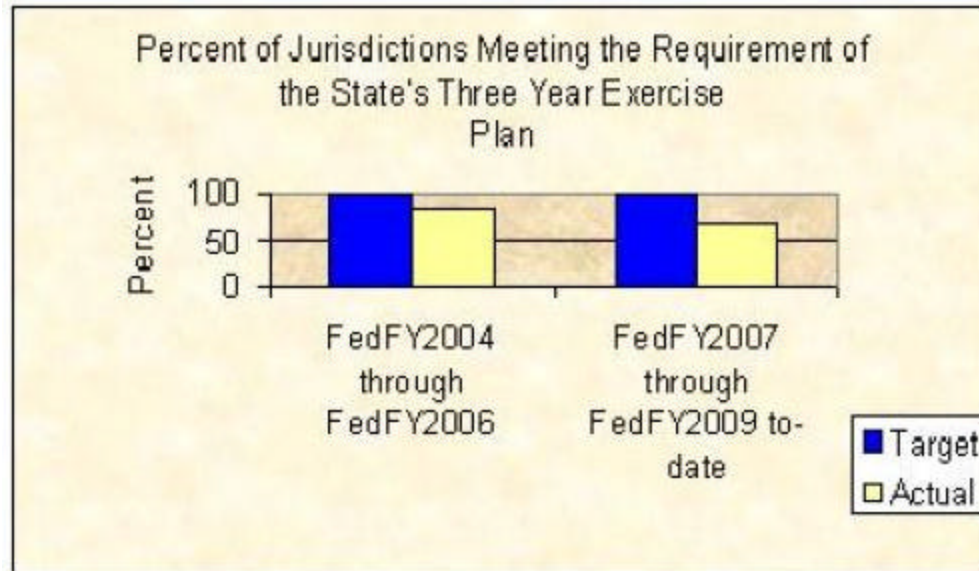
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FY07 - Rating 100%. Twenty-Five major events were responded to during FY2007 and the 100% rating reflects our commitment in providing assistance to citizens of Alaska. The goal for FY2008 is to partner with local jurisdiction officials on increasing citizen self preparedness and developing regional response efforts.

**Target #2:** 100% of the 31 eligible jurisdictions completing their exercise per the State's Three Year Exercise Plan.

**Measure #2:** Percentage of jurisdictions meeting the requirements of the State's Three Year Exercise Plan.



**Analysis of results and challenges:** FY2008 – Rating year to date 64.5%.

1st Quarter FY2008: Five communities have completed seven exercises, comprised of three full-scale exercises, three functional exercises, and one tabletop exercise. Only two of the seven have reported their ratings and both were rated as high.

FY07 - The State is off to great start with 15 out of 31 (48%) jurisdictions completing exercises in the first year of a new three year objective; State Exercise performance period, FFY2007 through FFY2009 and it is tied directly to the federally sponsored Homeland Security Grant Program.

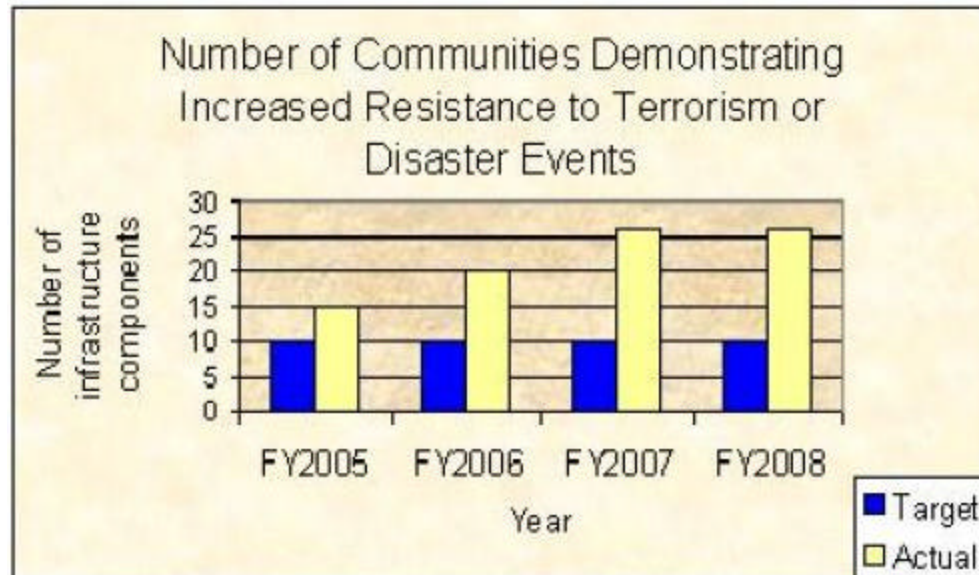
FY06 - Twenty-six of 31 jurisdictions completed their exercises for a rate of 84% completion, therefore the target was not met for this 3 year plan. However, the result of 84% of jurisdictions completing their exercises was very impressive. The plan expired at the end of FFY 2006 and a new plan has been developed and is awaiting implementation for FFY 2007 – FFY 2009.

Through preparedness and conducting meaningful exercises the State's citizenry will be self supporting, open to assisting others, providing a vital information communication link, and be in a position to assist in restoring and/or returning critical infrastructure to an operational condition sooner.

**A1: Strategy - Increase terrorism & disaster preparedness.**

**Target #1:** 10 communities will demonstrate increased resistance (mitigation) to terrorism or disaster events.

**Measure #1:** Number of communities demonstrating increased resistance to terrorism or disaster events.



**Analysis of results and challenges:** FY2008 - Year-to-date, 26.

1st Quarter FY2008: Five communities completed seven exercises, comprised of three full-scale exercises, three functional exercises and one tabletop exercise. Division of Homeland Security and Emergency Management (DHS&EM) partnered with representatives from Department of Health and Social Services (DHSS) and the Matanuska Susitna Local Emergency Planning Commission (LEPC) to provide disaster preparedness information at the Alaska State Fair. DHS&EM staff taught earthquake preparedness during three Quake Cottage Events: Valley Christian School to 60 youth and adults, Seward Elementary School to 250 youth and adults, Seward Boys & Girls Club to 16 youth and adults. Tsunami Ready visits were made to King Cove, Cold Bay and Sand Point. During the visits, the TsunamiReady Team met with city emergency personnel and city leaders, held public open forums, and gave presentations at local schools.

DHS&EM participated in the University of Alaska's Emergency Management Conference in Fairbanks and made presentations on emergency operations center management, National Incident Management System/Incident Command System compliance and an overall view of what DHS&EM can do for the universities. As a result of the meeting, the Division has been invited to visit all 16 campuses and to partner with them in emergency preparedness.

DHS&EM completed a security vulnerability assessment of criteria infrastructure for the City of Petersburg. Eight communities developed Hazard Mitigation Plans; Alakanuk, Kivalina, Kotzebue, Kotlik, Bethel, Emmonak, Newtok, and Cordova. The following communities completed and closed out Hazard Mitigation and Reduction projects; the City of Aniak: Helicopter landing pad for emergency evacuation, Homer: Tree clearing – Swanson River, and the City of Nome: Museum sump pump.

FY07 - This target was achieved. Twenty-six communities took a wide range of actions to improve their preparedness posture. Local jurisdiction awareness levels were increased by; Incident Command System (ICS) table top exercises, a radiological response exercise, the 2007 Alaska Shield Northern Edge Exercise, updating community plans allowing the community to remain eligible for future disaster funding, developing Local Hazard Mitigation Plans, conducting National Incident Management System/Incident Command System (NIMS/ICS) training, receipt of two Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Incident Response Vehicles, and conducting security and vulnerability assessment of criteria infrastructure.

FY06 - This target was achieved. There were 20 communities improving their resistance for a terrorism or

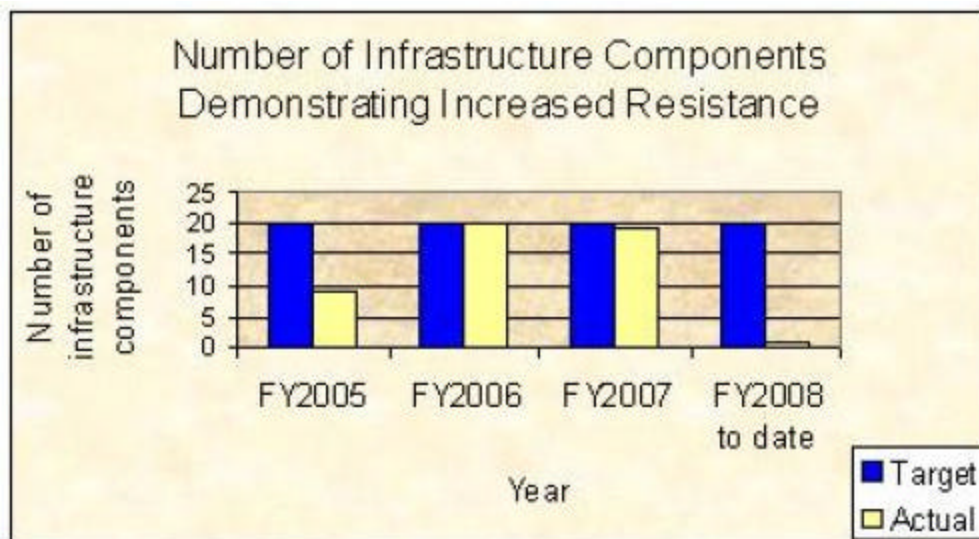


disaster event. The majority of the actions came from participating in the 2005 Alaska Shield/Northern Edge statewide exercise. Communities were given an opportunity to test an integrated response to a wide variety of simulated emergencies across the entire state. Full scale exercises were held to test community emergency plans, communication, and identify improvement area for future preparedness exercise.

FY05 - This target was achieved. Fifteen communities took action to improve their resistance for a terrorism or disaster event. Activities taken to increase awareness included: use of the State's Earthquake simulator, information displays on disaster preparedness, publishing information on volcanic ash fall mitigation, table-top exercises, training of two Community Emergency Response Teams, developing five community Mitigation Plans, and finalizing the State's All-Hazard Mitigation Plan. In addition, a statewide hazard vulnerability analysis was conducted using the Uniform Building Code (UBC) classifications for earthquakes, ravine flooding, avalanche, and permafrost. Results led to changes in the UBC to reduce losses from disaster events.

**Target #2:** 20 infrastructure components with increased resistance (mitigation) to terrorism or disaster events.

**Measure #2:** Number of infrastructure components demonstrating increased resistance to terrorism or disaster events.



**Analysis of results and challenges:** FY2008 Year-to-date, 1.

1st Quarter FY2008: Division of Homeland Security and Emergency Management (DHS&EM) completed a security vulnerability assessment on critical infrastructure for the City of Petersburg.

FY07 - DHS&EM staff provided technical assistance to 19 communities by preparing documentation eligibility forms for individuals directly affected by this year's disasters. The Division's Security and Vulnerability Assessment (SVA) Team completed an Energy Sector Concept of Operations Plan and it was validated during the 2007 Alaska Shield/Northern Edge exercise. In addition, the SVA Team completed assessments for Marathon Oil in Nikiski Alaska, the Port of Anchorage (POA), the Trans Alaska Pipeline System (TAPS), the North Pole Refinery Complex/TAPS Metering Station, and conducted detailed tactical planning workshops for three critical infrastructure nodes: North Pole Industrial Complex/TAPS Metering Station, Pump Station 9/Tanana River Bridge, and Nikiski Industrial Complex.

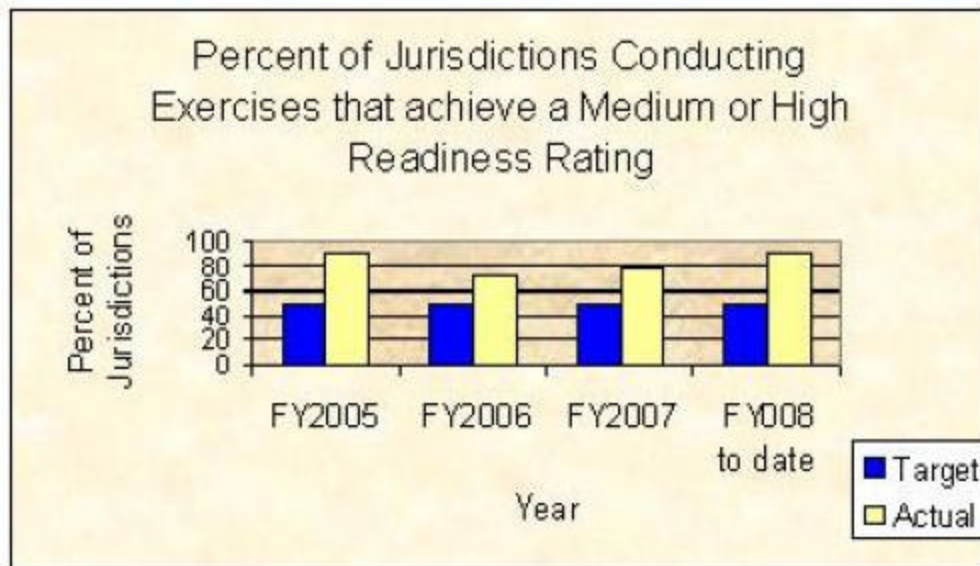
FY06 - This target was achieved. The training received in FY05 for the SVA Team has resulted in tremendous benefits. Twenty infrastructure components have demonstrated an increased resistance towards a terrorism or disaster event. The cruise ship docks in Ketchikan, Skagway, and Juneau completed risk assessments of their facilities. The Flint Hills Refinery, Fairbanks Airport, Anchorage Ted Stevens International Airport, the City of North Pole's water treatment plant, the City of Barrow's natural gas fields, and the Port of Anchorage participated in the Alaska Shield/Northern Edge 2005 statewide exercise. The SVA Team assisted 11 separate infrastructure sites in completing their Buffer Zone Protection Plans for submission to the U.S. Office

of Domestic Preparedness.

FY05 - This target was not achieved in FY05 due to the initial training for the Division's SVA Team. Nine infrastructure components demonstrated an increased resistance towards a terrorism or disaster event. Activities included: instructing University of Alaska Anchorage staff on how to conduct and analyze facilities for mitigation projects, conducted full vulnerability assessments on the Matanuska Susitna Borough, Matanuska Electric Association, Alaska Regional Hospital, and a partial assessment for the State Department of Fish and Game's Anchorage facility. The Division's Security Vulnerability Analysis (SVA) Team assisted the Federal Transportation Security Administration evaluation and assessment of the Alaska Railroad Corporation, completed a security and vulnerability assessment for the Flint Hills Refinery, provided technical assistance to Chugach Electric in completing their Buffer Zone Assessment Application, and performed an assessment of the State Telecommunications Facility (Alaska Land Mobile Radio Controller site) and Tudor Tower.

**Target #3:** 50% of the jurisdictions conducting an Exercise will achieve a Readiness Rating of Medium or High.

**Measure #3:** % of jurisdictions conducting Exercises that achieve a Medium or High Readiness Rating.



**Analysis of results and challenges:** FY2008 – Rating Year to Date, 90%.

1st Quarter FY2008 – Five communities completed seven exercises, comprised of three full-scale exercises, three functional exercises, and one tabletop exercise. As of Oct. 1, only two of the seven have reported their rating, and both were rated as high.

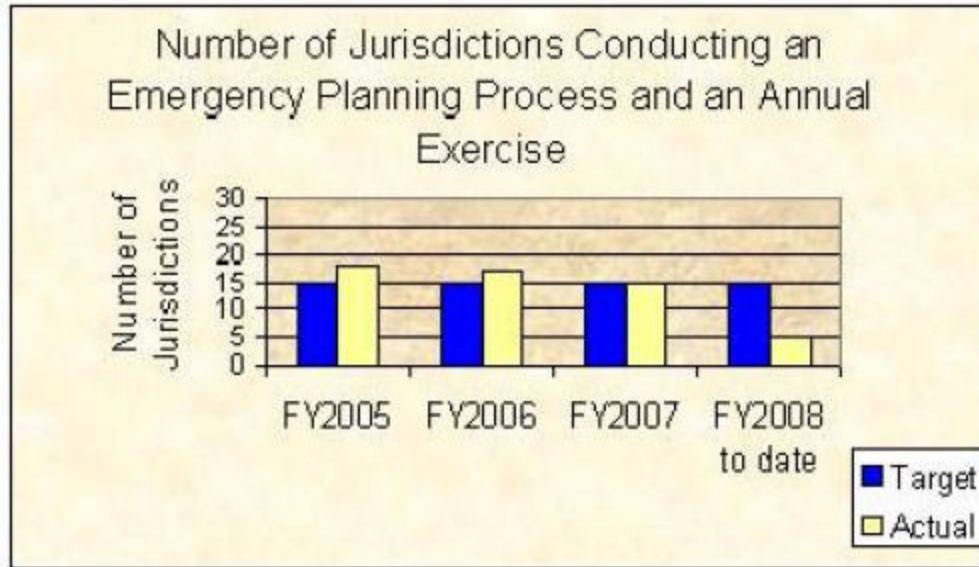
FY2007 - This target was achieved. An overall Medium readiness rating of 77.8% was achieved for the 14 exercises completed. Individual exercise ratings were: 2 rated high and 12 rated medium.

FY2006 - This target was achieved. An overall Medium readiness rating of 72.4% across the State with a majority reported from communities who participated in the Alaska Shield/Northern Edge 2005 exercise.

FY2005 - The target was achieved. An overall High readiness rating of 90% was achieved for the 29 exercises completed. Individual exercise ratings were: 15 rated high, 11 rated medium, and 3 rated low.

**Target #4:** 15 jurisdictions will conduct a formal emergency planning process and an annual exercise.

**Measure #4:** Number of jurisdictions conducting an emergency planning process and an annual exercise.



**Analysis of results and challenges:** FY2008 - Year to Date, 5.

1st Quarter FY2008- Five communities completed seven exercises, comprised of three full-scale exercises, three functional exercises, and one tabletop exercise.

FY2007 - This target was achieved. The 2007 Alaska Shield/ Northern Edge Exercise tested interagency response with a power outage, explosions, fires, and medical crises. Focus was on how well first and essential local responders, as well as State and Federal emergency responders, Department of Defense and National Guard assets worked together. Local, State, and Federal agencies exercised the mechanics of a hostage crisis, pursuit of cross-country criminal elements and possible border escape, tested the support to civil authority, tactical execution of joint boarding of a marine vessel, command and control, and tested the communication and information flow. During the year there were also several multi-community full scale exercises based on hostage incidents, wildfires, and mass casualties focusing on first and essential responder capability to include volunteer organizations and the school districts. These exercises were established and designed to foster mutual aid/assistance or what the communities consider "neighbor helping neighbor" philosophy.

FY2006 - The target was achieved. The Cities of Juneau, Ketchikan, Unalaska, Fairbanks, Barrow, Anchorage, Wasilla, and Whittier participated in the Alaska Shield/Northern Edge 2005 statewide exercise that tested an integrated response to a wide variety of simulated emergencies across the entire state. This exercise was of National interest, testing the integrated support functions between Federal, State, and local jurisdictions. The exercise produced incredible information and was measured as a huge success. The Northwest Arctic Borough and the Cities of Nome, Galena, and Skagway completed either a full scale or table top exercise. The City of Fairbanks also completed an exercise focusing on multiple scenarios from hazardous materials (HAZMAT) spills to mass prophylaxis and mass casualty simulated terrorism events. The City of Soldotna held a Community Emergency Response Team (CERT) Train-the-Trainer course in the quarter. The exercise focused on a mass casualty response in the community and the CERT course produced new instructors for the CERT curriculum for the Kenai Peninsula Borough. Other exercise events of significance were held in the City of Bethel, the City of Delta Junction, and the Matanuska Susitna Borough.

FY2005 – The target was achieved. The Cities of Bethel, Craig, Dillingham, Ketchikan, Kenai, Nome, Unalaska, Whittier, and Wrangell and the Aleutians East Borough, Matanuska Susitna Borough, and the North Slope Borough all completed one exercise each; the Cities of Kodiak, Sitka, and Valdez and the Denali Borough each completed two exercises; the City of Fairbanks completed four exercises, and the City of

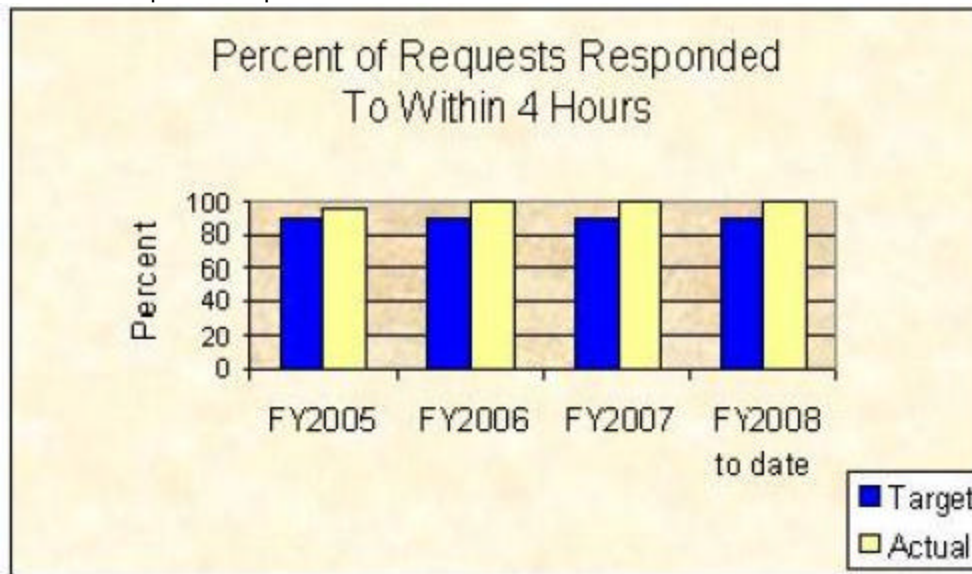


Anchorage completed 6 exercises for a total of 18 jurisdictions completing 29 exercises. Numerous communities also are conducting planning efforts focused on the 2005 Alaska Shield/Northern Edge exercise.

## **A2: Strategy - Improve emergency response and recovery to disaster and terrorism prediction, threats and events.**

**Target #1:** 90% of requests for emergency assistance will be responded to within 4 hours.

**Measure #1:** % of requests responded to within 4 hours.



**Analysis of results and challenges:** FY2008 Rating Year to Date, 100%.

1st Quarter FY2008 - July 2007 – Cummings Road Flooding; State Emergency Coordination Center (SECC)/Response received notification from a private citizen that Cummings Road east of Delta Junction was flooded and cutting off their access to the community. Through Healy Lake Village Council, Division of Homeland Security and Emergency Management (DHS&EM) received a request for state assistance to fix the road. SECC coordinated with local community representatives, Department of Transportation and Public Facilities (DOT), Department of Natural Resources (DNR), Department of Commerce, Community, and Economic Development (DCCED), and Bureau of Indian Affairs (BIA) to resolve this issue.

July 2007 – Upper Kuskokwim Request for Fuel Assistance; The City of McGrath and the Village of Nikolai were concerned regarding difficulties with the fuel barge scheduled to off-load fuel to McGrath and the villages upstream. DHS&EM made contact with the fuel barge company for a delivery schedule and then coordinated delivery of fuel to the villages upstream of McGrath with a priority placed on the most urgent need.

July 2007 – Beaver Power Plant Fire; SECC/Response received word the Power Plant in Beaver was lost due to fire. DHS&EM coordinated with local community representatives, Alaska Energy Authority (AEA), United Utilities, Department of Environmental Conservation (DEC), and DCCED to resolve this issue. AEA flew a temporary generator, cables, poles and transformers to Beaver. In addition, DHS&EM staff flew to the community to assess the potable water situation and to assess immediate village needs. The community submitted a disaster declaration and requested state assistance. DHS&EM is actively working with state and local representatives to restore a power generation system.

August 2007 – Graveyard Point Cemetery Erosion; SECC/Response received a request for assistance from the Bristol Bay Native Corporation (BBNC) regarding some early 1900s-era bodies and caskets that have been exposed at Graveyard Point, upriver from Naknek. DHS&EM contacted State epidemiology, DNR, and the Bristol Bay Borough to determine land ownership and re-interment possibilities. This issue was turned over to Borough officials to take the lead in developing a final resolution. DHS&EM along with DNR, Department of Health and Social Services (DHSS), and DEC are working closely with Bristol Bay Borough to

resolve this issue.

August 2007 – McGrath Erosion and Levee Reconstruction; SECC/Response was requested to look into why there were continuing delays regarding the repairs to the levee in McGrath. The levee/road was damaged during the 2005 Spring Floods, a State declared disaster, and was experiencing new erosion. In conjunction with DHS&EM Disaster Assistance, a site visit was performed to help resolve McGrath's levee issue. DHS&EM is working with Corps of Engineers to resolve this issue.

August 2007 – Tuluksak Power Problems; SECC/Response received a local disaster declaration and request for State assistance from the President of the Tuluksak Native Community Council for financial assistance to purchase a large-capacity (500-kilowatt) generator. DHS&EM is working with local officials, AEA and the Governor's office to resolve this issue.

September 2007 – Kivalina Sea Wall Damage; In a joint effort between the Northwest Arctic Borough (NWAB) and the village of Kivalina, 208 individuals were voluntarily evacuated to the Red Dog Mine and to the City of Kotzebue during a recent Fall Sea Storm. DHS&EM staff was sent to Kivalina to provide assistance and to evaluate a 1,000 linear feet breach of the 1,600-foot protective seawall. City officials and NWAB requested state assistance to support the evacuation efforts, rebuild the sea wall, and stop the associated threat to the fuel tank farm. DHS&EM along with U.S. Coast Guard, DEC, DHSS, and Northwest Arctic Borough are actively working this situation.

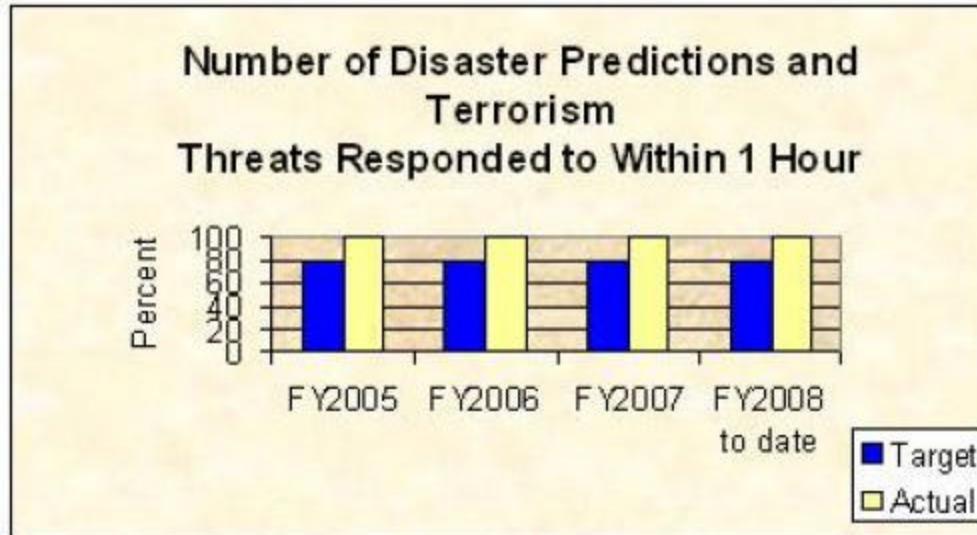
FY2007 - The target was achieved. The Division had 20 requests that were responded to in the first 4 hours. Requests were: the City of Hooper Bay had a massive fire destroying nearly 10% of the community including 14 residences, the ANICA store, and the old school; flooding in Matanuska Susitna Borough, Kenai Peninsula Borough, the Denali Borough, the Cities of Valdez, Cordova, Seward, Tazlina, Newhalen, Metlakatla, and Prince Rupert, British Columbia; fuel emergencies in St. Michael and Noatak; a strong windstorm with wind gusts of over 80 mph impacted the western coast of Alaska and disaster declarations were received by Goodnews Bay, Platinum, Quinhagak, Kongiganak, and Tununak; loss of power in the Community of Sunrise and Egegik; erosion impacting local homes and/or salmon streams in Egegik and Sutton; supported Caribou Hills and Susitna River Wildfires; a leaking sewage lagoon in Ambler; and the grounding of the cruise ship Empress of the North in Juneau.

FY2006 - The target was achieved. The Division had seven requests that were responded to in the first 4 hours. Requests were: as a direct result of the Bristol Bay Winter Storm, communities were notified of potential flooding necessitating protective measures to minimize damage and/or loss of life. Two requests came from the West Coast Fall Sea Storm where high winds and storm surges caused damage in numerous communities and the Southeast Storm which dumped near-record rain on several communities, resulting in flooding and land slides. A strong storm hit the Aleutian Chain and the West Coast of Alaska causing flooding and wind damage, a strong storm hit South Central Alaska spurring avalanches, and causing power problems related to extreme cold weather. The ice jam flooding in Western Alaska where communities were notified of potential flooding necessitated protective measures to minimize damage and/or loss of life, with the evacuation of 32 residents from the community of Koyukuk.

FY2005 - The target was achieved. Nineteen requests for assistance were received and 18 were responded to within 4 hours, for a 96.5% success rate. The one shortfall was due to winter conditions during the Kaktovik winter storm that prevented crews from reaching their destination to restore the community's power. Examples of requests: wild-land fires in the interior, power generator failure, erosion threats to facilities, damage from the Bering Sea Storm, low water storage, and power outages.

**Target #2:** 80% of disaster predictions and terrorism threats responded to within 1 hour.

**Measure #2:** % of disaster predictions and terrorism threats responded to within 1 hour.



**Analysis of results and challenges:** FY2008 – rating Year to Date 100%.

1st Quarter FY2008: July 2007 – Cummings Road Flooding; State Emergency Coordination Center (SECC)/Response received notification from a private citizen that Cummings Road east of Delta Junction was flooded and cutting off their access to the community. Through Healy Lake Village Council, Division of Homeland Security and Emergency Management (DHS&EM) received a request for state assistance to fix the road. SECC coordinated with local community representatives, Department of Transportation and Public Facilities (DOT), Department of Natural Resources (DNR), Department of Commerce, Community, and Economic Development (DCCED), and Bureau of Indian Affairs (BIA) to resolve this issue.

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August 2007 – Pavlof Volcano; SECC/Response monitored the seismic and volcanic activity following a minor eruption episode in mid-August. The threat level for Pavlof was raised to Orange with an expectation that volcanic activity would last for several months. In addition, the Cleveland Volcano status was raised to Orange during this time. Because of the eruption threat, DHS&EM continues to closely monitor these volcanoes and is prepared to initiate action steps as outlined in the Alaska Interagency Operating Plan for Volcanic Ash Episodes. In late August, the volcano had a significant short-duration eruption that produced an ash-cloud to 18,000 feet. Both volcanoes have been reduced to threat-level Yellow and the SECC continues to monitor their activity.

August 2007 – Graveyard Point Cemetery Erosion; SECC/Response received a request for assistance from the Bristol Bay Native Corporation (BBNC) regarding some early 1900s-era bodies and caskets that have been exposed at Graveyard Point, upriver from Naknek. DHS&EM contacted State epidemiology, DNR, and the Bristol Bay Borough to determine land ownership and re-internment possibilities. This issue was turned over to Borough officials to take the lead in developing a final resolution. DHS&EM along with DNR, Department of Health and Social Services (DHSS), and DEC are working closely with Bristol Bay Borough to resolve this issue.

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August 2007 – Tuluksak Powder Problems; SECC/Response received a local disaster declaration and request for State assistance from the President of the Tuluksak Native Community Council for financial assistance to purchase a large-capacity (500-kilowatt) generator. DHS&EM is working with local officials, AEA and the Governor's office to resolve this issue.

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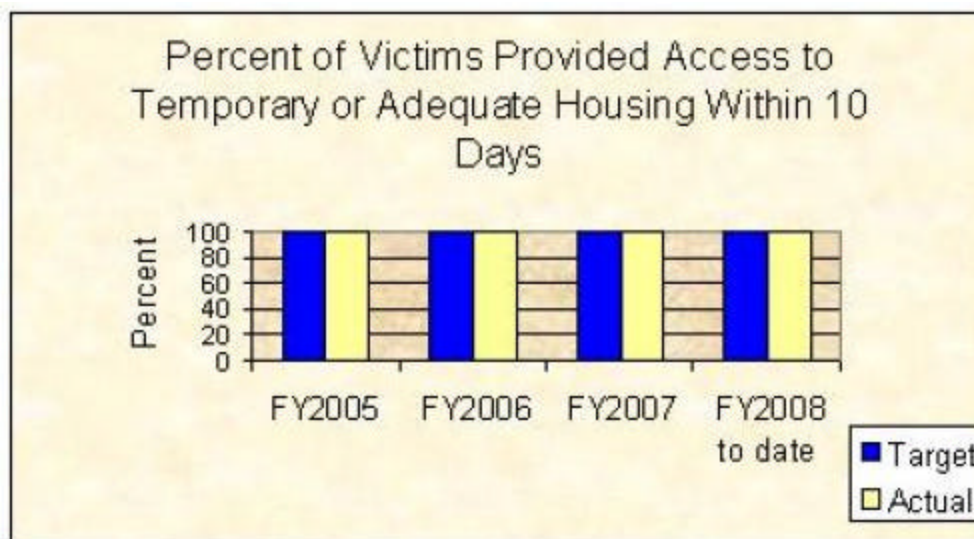
September 2007 – White Powder Threat/Unknown Medical Issue; SECC/Response addressed two simultaneous incidents in Anchorage. The first incident involved the Anchorage Fire Department Hazardous Materials team responding to a white powder release at the Brady Building, 1031 W. 4th Street in Anchorage, possible anthrax incident. In the second incident, the Anchorage Fire Department transported an international traveler from Anchorage Hilton to Alaska Regional Hospital. The individual reportedly had "unusual flu-like symptoms." Both events were resolved without further incident.

FY2007 - The target was achieved. Twenty requests were received and responded to within one hour, for a 100% success rate.

FY2006 - The target was achieved. Seven requests were received and responded to within one hour, for a 100% success rate.

FY2005 - The target was achieved. Five requests were received and responded to within one hour, for a 100% success rate.

**Target #3:** Ensure all victims are provided access to temporary or adequate housing within 10 days.  
**Measure #3:** % of victims provided access to temporary or adequate housing within 10 days.



**Analysis of results and challenges:** FY2008 – Rating Year to Date 100%.



1st Quarter FY2008: September 2007 – Kivalina Sea Wall Damage; In a joint effort between the Northwest Arctic Borough (NWAB) and the village of Kivalina, 208 individuals were voluntarily evacuated to the Red Dog Mine and to the City of Kotzebue during a recent Fall Sea Storm. DHS&EM staff was sent to Kivalina to provide assistance and to evaluate a 1,000 linear feet breach of the 1,600-foot protective seawall. City officials and NWAB have requested state assistance to support the evacuation efforts, rebuild the sea wall, and stop the associated threat to the fuel tank farm. DHS&EM along with U.S. Coast Guard, DEC, DHSS, and Northwest Arctic Borough are actively working this situation.

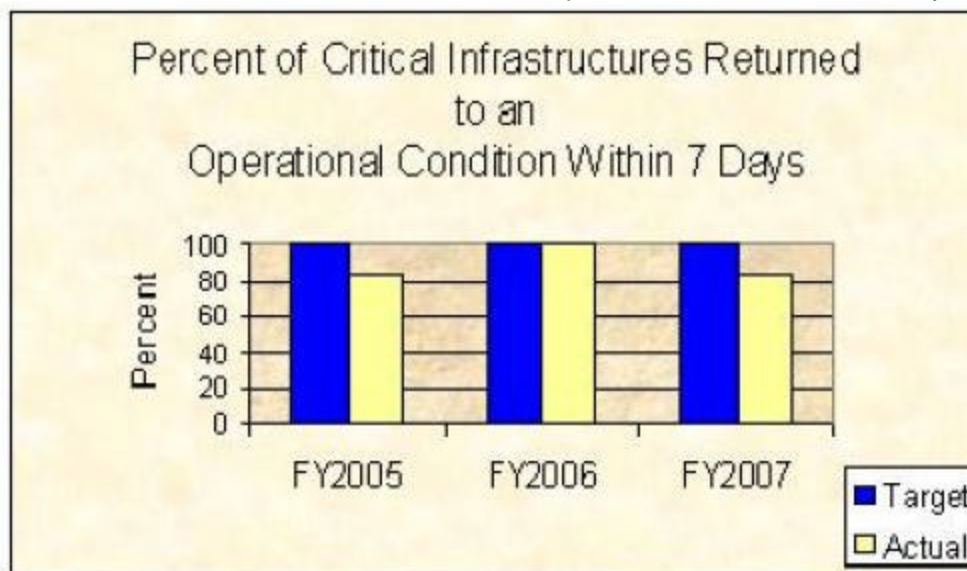
FY2007 - This target was achieved. The 2006 October Southern Storm displaced 68 individuals and temporary housing was found immediately with friends and relatives. The fire in the City of Hooper Bay displaced 70 individuals, again temporary housing was found immediately with friends and relatives.

FY2006 - This target was achieved. Fifteen households were displaced during the storm disasters during the Quarter (12 during the West Coast Fall Sea Storm, 3 during the Southeast Storm). All 15 households either moved in with nearby relatives or were provided temporary living quarters. Thirty two residents displaced and evacuated out of the community of Koyukuk during ice jam flooding. All 32 residents were taken to the City of Galena where they found shelter with friends or relatives that same day.

FY2005 - This target was achieved. Thirteen residents were displaced during the Bering Sea Storm disaster and DHS&EM worked with the Red Cross to provide residents with temporary living quarters. During the Kaktovik Winter Storm, the community provided temporary living quarters for residents affected by the community's power outage. All were able to return to their residences within five days after the storm subsided. A total of 1,796 residents were affected by Spring Flood disaster and none required evacuation.

**Target #4:** Return all critical infrastructures to an operational condition within 7 days.

**Measure #4:** % of critical infrastructures returned to an operational condition within 7 days.



**Analysis of results and challenges:** FY2008 Rating year to date – 100%

1st Quarter FY2008 – July 2007 – Beaver Power Plant Fire; SECC/Response received word the Power Plant in Beaver was lost due to fire. Division of Homeland Security and Emergency Management (DHS&EM) coordinated with local community representatives, Alaska Energy Authority (AEA), United Utilities, Department of Environmental Conservation (DEC), and Department of Commerce, Community, and Economic Development (DCCED) to resolve this issue. AEA flew a temporary generator, cables, poles and transformers to Beaver.

FY2007 - This target was not achieved - 83.3%. Ambler sewage lagoon breach was repaired and returned to

service in six days. Egegik primary generator caught fire, however it continued to run at a reduced rate and the back-up generator was not in commission. The next day electrical repairmen were dispatched to the community; they made the necessary repairs and restored both generators. A sever windstorm in Platinum destroyed their power plant's roof. To protect the generator emergency funding and supplies were flown in and the repairs were made to the power plant. The Community of Sunrise lost power due to damage to power lines. After electrical power had been out for eight days, a resident of Sunrise contacted the SECC seeking help. SECC worked with Chugach Electric Association, Inc. to restore power. During the 2006 South Central Flooding Disaster, power cables and fiber optic phone lines were affected by flood waters. The Matanuska Telephone Association reported a break in the fiber optic phone line and there was no service for phones, cell phones, or the 911 emergency call center. Repair crews were able to repair the line a day later. Additionally, Chugach Electrical Association had two of their three power line towers collapse into flooding waters near the mouth of the Susitna River. Electrical workers were able to de-energize the collapsed lines and stabilize the third remaining tower so that power transmission was never lost in the Matanuska Susitna Valley.

FY2006 - This target was achieved. Three critical infrastructure components were reported damaged during the West Coast Fall Sea Storm and the Southeast Storm disasters. These components include access to a power facility, an airport that was flooded, and a State Ferry System dock. All components were reported operational or passable in some fashion within seven days of the events. One critical infrastructure component was reported damaged during the South Central Storm disaster. This component was the power generation facility in Seward and the associated power lines. All components were reported operational or passable in some fashion within seven days of the event. This was achieved by utilizing the back-up generators to restore some power to the city. Six critical infrastructure components were reported damaged during the 2006 Spring Floods. These components were the septic system in Hughes, the water plant and sewer outfall facility in Koyukuk, the water and sewer lines in Emmonak, the sewage plant and distribution network and the bulk fuel tanks in Alakanuk. All components were reported operational or passable in some fashion within seven days of the event. This was achieved by temporary repairs instituted by the local governments.

FY2005 - Disasters affected 42 critical infrastructure components with 35 returned to operational status within the 7 day standard. The Kaktovik Winter Storm presented some unique circumstances where work-a-rounds needed to be devised to return services to the community. The target for FY05 was not met with a year-end rating of 83.3%. Continuing storm conditions at Kaktovik and a safety concerns for aircraft flight crews prevented the timely ingress of maintenance crews, fuel, and parts to re-establish power for the community.



**Component: National Guard Military Headquarters****Contribution to Department's Mission****Headquarters:**

At the direction of the President of the United States and the Governor of Alaska, the mission of the Alaska National Guard Military Headquarters is to provide mission ready forces to the federal government and the citizens of Alaska by providing military support of the Air National Guard and Army National Guard to civil authorities during natural disasters or emergencies.

**Alaska Air National Guard:**

To provide mission ready forces to the Federal government and protect the public safety of the citizens of Alaska by providing military support to civil authorities during natural disasters and other emergencies and provide service and support to the local communities in which we work and live.

**Alaska Army National Guard:**

To organize, man, equip and train quality units to conduct tactical operations and stability support operations in support of worldwide U.S. Army requirements and State of Alaska emergency missions.

**Core Services**

The Alaska National Guard has made significant strides toward becoming a more effective force. Although each respective arm of the Alaska National Guard has their unique mission, both Directors of the Alaska National Guard Military Headquarters direct resources used for joint operations.

**Joint Forces Headquarters:**

- Serves as a unified command for the Alaska National Guard's response to state emergencies and disasters
- Provides a Joint Operations Center on a 24-hour/seven-day basis
- Prevent acts of terrorism against people and infrastructure
- Ensure that Air and Army Guard units are trained and ready to perform their state mission of disaster assistance
- Search and Rescue
- Manage the Alaska Guard education program
- Maintain peace, order and public protection during natural disasters
- Facility management and construction
- Community affairs projects and participation in local programs that improve the quality of life, civic pride and cultural identity

**Air Guard:**

- Provides security, protection and defense for our communities, state and nation
- Participate in local, state and national programs that add value to Alaska and America
- Performs Homeland Defense missions critical to the sovereignty of Alaska and the United States to include the detection of air threats, detection of missile launches, monitoring of space debris, and tanker support of fighter aircraft
- Performs Homeland Security missions critical to the state including search and rescue services, airlift, engineering, medical, communications, transportation, and security

**Army Guard:**

- Conduct Security Operations
- Conduct Stability Support Operations
- Provide Military Support to Civil Authorities

**Facility Maintenance (Air Guard and Army Guard):**

The services we provide are outlined on the Master Cooperative Agreement (MCA) between the National Guard Bureau and the State of Alaska. The Facilities Management component of each respective service provides:

construction, maintenance, repair and operational services to support the Alaska National Guard in performing their missions. Energy conservation measures and required environmental compliance laws are key factors considered in facility planning. Long range planning enables the Alaska National Guard to meet the State and Federal missions and Department of Defense goals. These include, but are not limited to, normal maintenance and repair of physical facilities including: buildings, structures, airfield pavements, roads, walks and storage areas, improved grounds, storm drainage, insect and rodent control, snow removal, grass and weed cutting, utility and sewage systems, gas, steam, heating, refrigeration, air conditioning, ventilation, and liquid fuel storage and dispensing systems.

#### Alaska State Defense Force:

- Maintain a prepared and trained military police unit as a mobilized force multiplier which is available to the state, department and other agencies
- Prevent acts of terrorism against people and infrastructure
- Maintain peace, order and public protection during natural disasters and homeland security events

#### Alaska Naval Militia:

- Provide emergency and disaster response

End Result	Strategies to Achieve End Result
<b>A: United States and Alaskan citizens are protected.</b>  <u>Target #1:</u> 100% of Alaska Army National Guard units attain minimum readiness standards. <u>Measure #1:</u> Percent of Alaska Army National Guard units attaining minimum readiness standards.  <u>Target #2:</u> 100% of Alaska Air National Guard units attain minimum readiness standards. <u>Measure #2:</u> Percent of Alaska Air National Guard units attaining minimum readiness standards.	<b>A1: Meet or exceed National Guard Bureau end strength target</b>  <u>Target #1:</u> 1850 Army Guardsmen assigned <u>Measure #1:</u> # of assigned personnel  <u>Target #2:</u> 2150 Air Guardsmen assigned <u>Measure #2:</u> # of assigned personnel  <u>Target #3:</u> To maintain a Training Measure of T-3 <u>Measure #3:</u> Quarterly Unit Status Report Rating  <b>A2: Retain National Guard Bureau strength target</b>  <u>Target #1:</u> > 83% of assigned personnel <u>Measure #1:</u> Percent of assigned personnel

Major Activities to Advance Strategies	
<ul style="list-style-type: none"> <li>• Air Guard - Search and Rescue</li> <li>• Air Guard - Pursue new mission areas that serve Alaska and America</li> <li>• Air Guard - Enter into associate units with the Air Force</li> <li>• Air Guard - Create a joint aerospace defense organization</li> <li>• Air Guard - Transform the organization through "smart" operations</li> <li>• Army Guard - Sustain and enhance State partnership with Mongolia</li> <li>• Army Guard - Conduct Counter-Drug awareness outreach to Alaskan communities</li> <li>• Army Guard - Establish operational needs statement for light utility helicopter</li> <li>• Army Guard - Establish MOUs/MOAs with new BfSB</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Forces - Through partnerships, provide a Joint Communications Support Environment</li> <li>• Joint Forces - Develop a Joint Training Plan to ensure readiness of joint forces</li> <li>• Joint Forces - Develop a Joint Capabilities Database to ensure maximum response capability</li> <li>• Joint Forces - Plan and participate in joint exercises</li> <li>• Joint Forces - Facility Maintenance IAW the Master Cooperative Agreement</li> <li>• Joint Forces - Energy Reduction to Aging Guard Facilities</li> <li>• Joint Forces - Lease and Contract Management</li> <li>• Alaska State Defense Force - Conduct annual audits</li> <li>• ASDF - Conduct quality check surveys</li> <li>• ASDF - Survey training attendance</li> <li>• ASDF - Conduct on-going recruitment of prior police</li> </ul>

### Major Activities to Advance Strategies

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• manning</li> <li>• Army Guard - Resource deployment missions</li> <li>• Army Guard - Establish new stations (villages) for BfSB manning</li> <li>• Army Guard - Match operational requirements to constraints of traditional soldiers</li> <li>• Joint Forces - Establish and train Joint Task Force elements</li> <li>• Joint Forces - Test and evaluate new aircraft</li> </ul> | <ul style="list-style-type: none"> <li>• officers</li> <li>• ASDF - Conduct annual evaluation and assessments of constabulary force</li> <li>• ASDF - Conduct Assessment of Practice Mobilization</li> <li>• ASDF - Conduct Actual Assessment of Mobilization</li> </ul> |
|--|--|

### FY2009 Resources Allocated to Achieve Results

**FY2009 Component Budget: \$817,500**

**Personnel:**

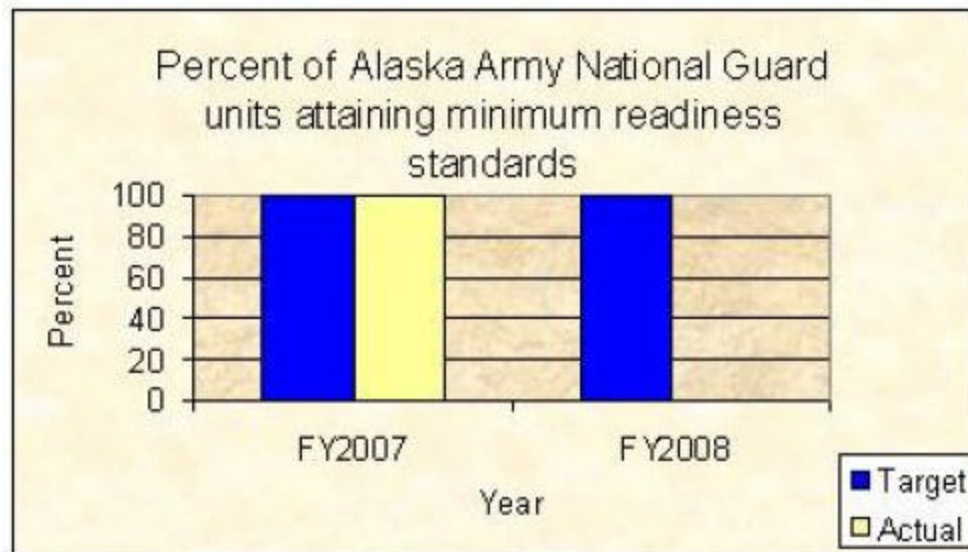
Full time	4
Part time	0
<b>Total</b>	<b>4</b>

### Performance Measure Detail

#### A: Result - United States and Alaskan citizens are protected.

**Target #1:** 100% of Alaska Army National Guard units attain minimum readiness standards.

**Measure #1:** Percent of Alaska Army National Guard units attaining minimum readiness standards.



**Analysis of results and challenges:** The minimum standard is C5. All reporting units of the Alaska Army National Guard met this standard in FY07.

**Target #2:** 100% of Alaska Air National Guard units attain minimum readiness standards.

**Measure #2:** Percent of Alaska Air National Guard units attaining minimum readiness standards.

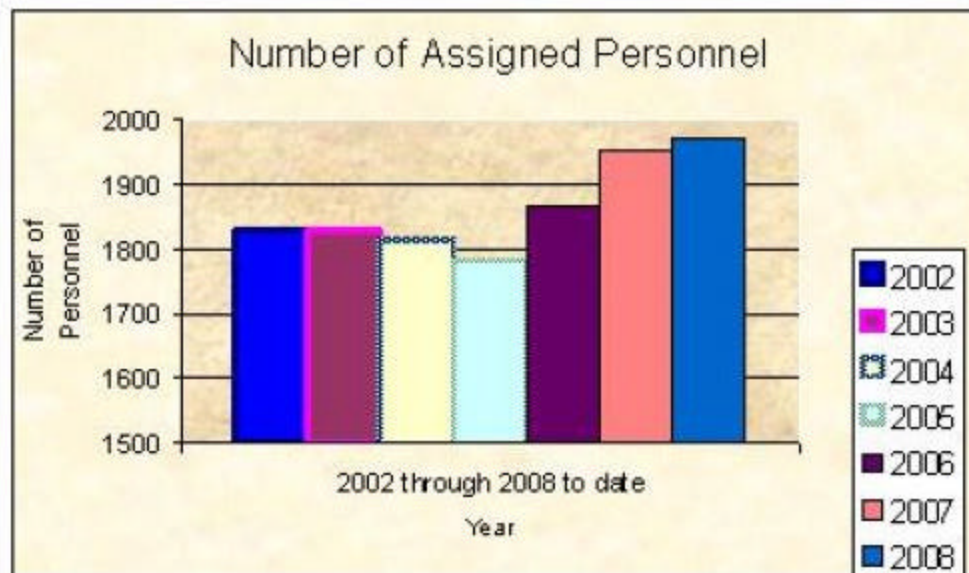


**Analysis of results and challenges:** To attain a 100% State readiness score, the Alaska Air National Guard must reflect 84% readiness in all units. Currently, our units reflect 86% readiness.

#### A1: Strategy - Meet or exceed National Guard Bureau end strength target

**Target #1:** 1850 Army Guardsmen assigned

**Measure #1:** # of assigned personnel



**Number and Percent of Federally Authorized Army Guard Strength**

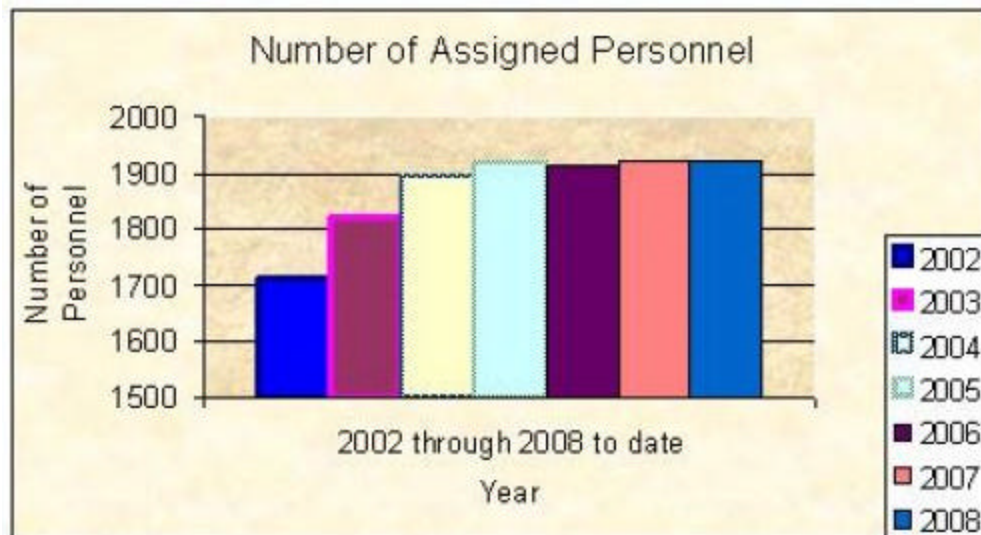
Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD
2002	1830	1817	1847	1823	84%
2003	1811	1823	1823	1868	87%
2004	1850	1812	1804	1790	83%
2005	1764	1767	1770	1834	83%
2006	1834	1844	1847	1951	85%
2007	1950	1942	1950	1972	85%
2008	1972	0	0	0	86%

**Analysis of results and challenges:** The Alaska Army National Guard strength maintenance program focuses on recruiting and retention to obtain strength goals. For the past few years, the Army National Guard has put increased emphasis on recruitment and retention of personnel.

Progress from FY2002 to FY2008 reflects actual numbers of assigned personnel.

**Target #2:** 2150 Air Guardsmen assigned

**Measure #2:** # of assigned personnel

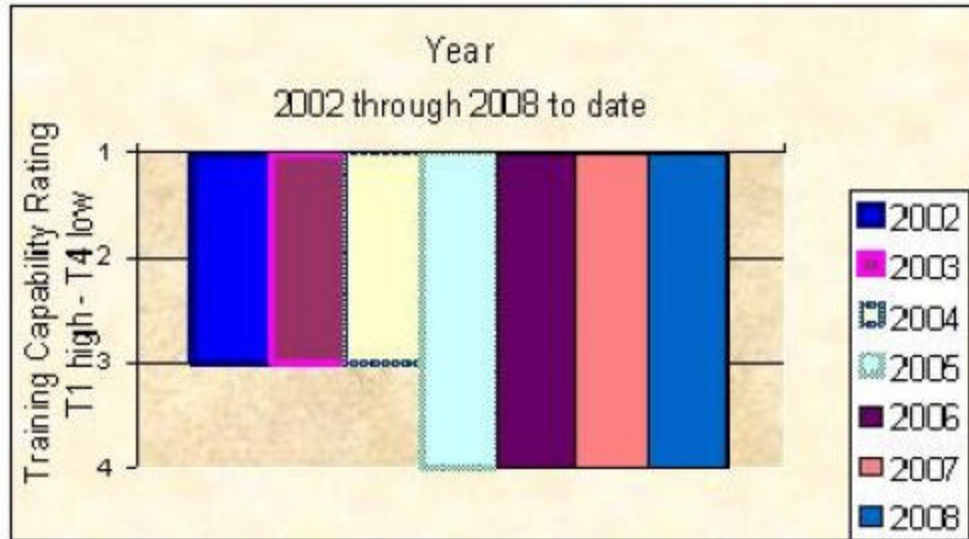
**Number & Percent of Federally Authorized Air Guard Strength**

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD
2002	1711	1708	1713	1720	91%
2003	1720	1841	1864	1863	89%
2004	1874	1898	1902	1907	88%
2005	1916	1930	1914	1919	90%
2006	1922	1922	1900	1898	84%
2007	1926	1926	1926	1913	82%
2008	1921	0	0	0	84%

**Analysis of results and challenges:** The Alaska Air National Guard strength maintenance program focuses on recruiting and retention to obtain strength goals. The progress from FY2002 to FY2008 reflects actual number of assigned personnel. Currently, Alaska is authorized 2278 personnel and as of September 30, 2007, we have 1921 assigned for an overall strength of 84%. The national assigned strength standard is 88%.

**Target #3:** To maintain a Training Measure of T-3

**Measure #3:** Quarterly Unit Status Report Rating



#### Training Capability Rating

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2002	3	3	3	3
2003	3	3	3	3
2004	3	4	3	3
2005	4	4	4	4
2006	4	4	4	4
2007	4	4	4	4
2008	4	0	0	0

**Analysis of results and challenges:** The Alaska Army Guard analyzes and evaluates the training proficiency of soldiers and units. A key data contributor for this measure is the unit status report and training evaluations (T-1 represents best trained, T-4 represents the need for additional training). Deployed soldiers have reduced Unit capabilities from T-3 to T-4.



**A2: Strategy - Retain National Guard Bureau strength target****Target #1:** > 83% of assigned personnel**Measure #1:** Percent of assigned personnel**Percent of Assigned Personnel**

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD
2002	0	0	0	0	80%
2003	0	0	0	0	82%
2004	0	0	0	0	83%
2005	82.76%	83.57%	83.90%	84%	84%
2006	83.96%	81%	82.3%	85.5%	83%
2007	83%	83%	83%	83%	83%
2008	83%	0	0	0	83%

**Analysis of results and challenges:** Recruiting and Retention personnel work closely with soldiers and commanders to establish training and retention programs that seek to improve retention. The key data contributor to this increase is the data obtained from NGB.

## Component: Alaska Military Youth Academy

### Contribution to Department's Mission

To use proven military methods and techniques to motivate young men and women to become successful citizens.

### Core Services

#### ChalleNGe Program:

A military style secondary training program for volunteer applicants 16 - 18 years of age who are in danger of not completing a secondary education.

**Behavior Modification:** Graduates must demonstrate leadership and maturity, be physically fit, emotionally stable and have a desire to be productive members of our society.

**Academic Education:** Secondary education is provided as a core component of the ChalleNGe program. Post graduate placement in school or work with realistic plans for their future, which the graduates are committed to follow.

**Placement:** ChalleNGe program graduates are placed in school or work and have realistic plans for their futures.

#### STARBASE Program (Science, Technology, Academics, Reinforcing Basic Aviation and Space Exploration):

School based activities that increase academic performance and improve attitudes in the areas of Science and Technology in Alaskan students (4th - 6th grades).

End Result	Strategies to Achieve End Result
<b>A: ChalleNGe Program graduates receive a GED or high school diploma.</b>  <u>Target #1:</u> 70% of eligible students will receive their GED or high school diploma by completion of the post residential phase, one year after graduation. <u>Measure #1:</u> Percentage of eligible students who receive their GED or high school diploma by completion of the post residential phase, one year after graduation.	<b>A1: Develop innovative techniques to maximize cadet academic performance.</b>  <u>Target #1:</u> Maintain small class sizes to allow for teacher/student interaction. <u>Measure #1:</u> Teacher/student ratio per class at the 17th week of the residential phase.
End Result	Strategies to Achieve End Result
<b>B: ChalleNGe Program graduates are employed or enrolled in further education at the completion of the residential phase.</b>  <u>Target #1:</u> 90% of students will be placed at graduation from the residential phase. <u>Measure #1:</u> Percent of students placed at graduation from the residential phase.	<b>B1: Provide placement assistance to graduates.</b>  <u>Target #1:</u> 80% of students will be placed at completion of the post residential phase. <u>Measure #1:</u> Percent of students placed at completion of the post residential phase.
End Result	Strategies to Achieve End Result
<b>C: Expand educational and career opportunities for Alaska's youth through the Alaska Military Youth Academy.</b>	<b>C1: Increase applications from the youth of Interior Alaska.</b>

<u>Target #1:</u> Increase the number of youth served statewide by 20% annually. <u>Measure #1:</u> Percent increase per year in the number of youth served.	<u>Target #1:</u> At least 25% of applications received are from Interior Alaska applicants. <u>Measure #1:</u> Percent of applications from Interior Alaska.
End Result	Strategies to Achieve End Result
<b>D: STARBASE Program increases student performance in the areas of Science and Technology.</b>  <u>Target #1:</u> Increase the class average scores from pre- to post- assessments by 33% by the end of 2008. <u>Measure #1:</u> Percent increase in scores from pre- to post- assessments.	<b>D1: Increase student opportunity by attending STARBASE.</b>  <u>Target #1:</u> 10% annual increase of students attending STARBASE. <u>Measure #1:</u> Annual increase of students attending STARBASE.

### Major Activities to Advance Strategies

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Sustain recently initiated training program in the field of Emergency Trauma Technician/Emergency Medical Technician</li> <li>• Expand apprentice program opportunities with private and governmental entities for the post-residential phase</li> <li>• A post-residential action plan will be used to track cadet placement progress</li> <li>• Increase Cadets attendance at Career and Job Fairs</li> <li>• Provide training to staff through the National ChalleNGe Institute and State of Alaska</li> <li>• Collaborate with Alaska job service and other placement agencies</li> <li>• Provide more hands on training in science and math problem solving</li> </ul> | <ul style="list-style-type: none"> <li>• Analyze scores from pre- and post assessments used to determine increases of student performance in the areas of Science and Technology</li> <li>• Review current curriculum and make necessary changes to improve upon the student education</li> <li>• Develop Interagency Cooperative Agreements with outside federal, state and private agencies that will benefit from the hands on training process</li> <li>• Partner with other agencies to make use of facilities, available transportation and military services in order to improve support to the program</li> <li>• Outreach to rural Alaska communities to increase applications/students from rural Alaska</li> <li>• Incorporate existing Job Corps opportunities into the ChalleNGe program</li> <li>• Further develop a post-residential action plan that will be used to track cadet placement progress</li> </ul> |
|--|--|

### FY2009 Resources Allocated to Achieve Results

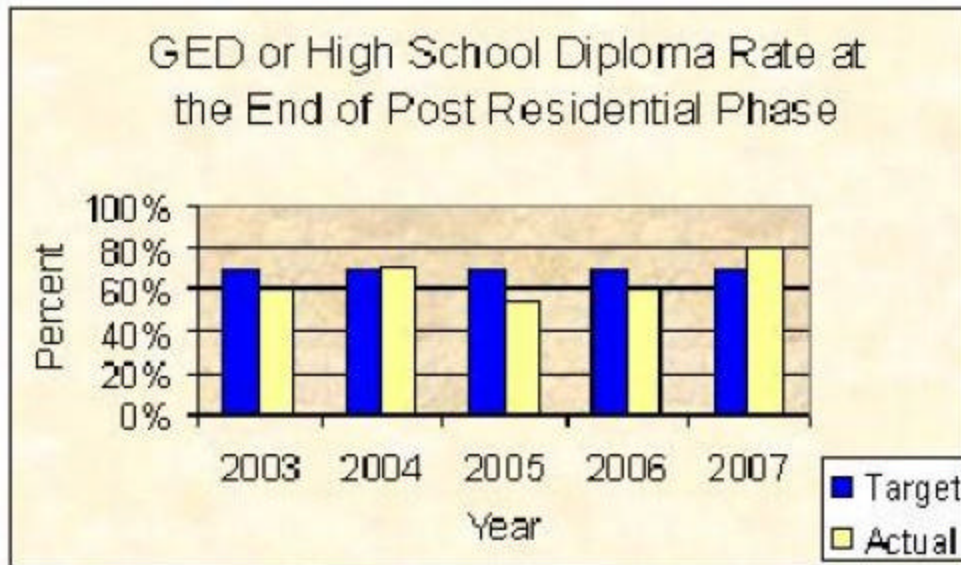
<b>FY2009 Component Budget: \$10,418,200</b>	<b>Personnel:</b>	
	Full time	93
	Part time	1
	<b>Total</b>	<b>94</b>

## Performance Measure Detail

### A: Result - ChalleNGe Program graduates receive a GED or high school diploma.

**Target #1:** 70% of eligible students will receive their GED or high school diploma by completion of the post residential phase, one year after graduation.

**Measure #1:** Percentage of eligible students who receive their GED or high school diploma by completion of the post residential phase, one year after graduation.



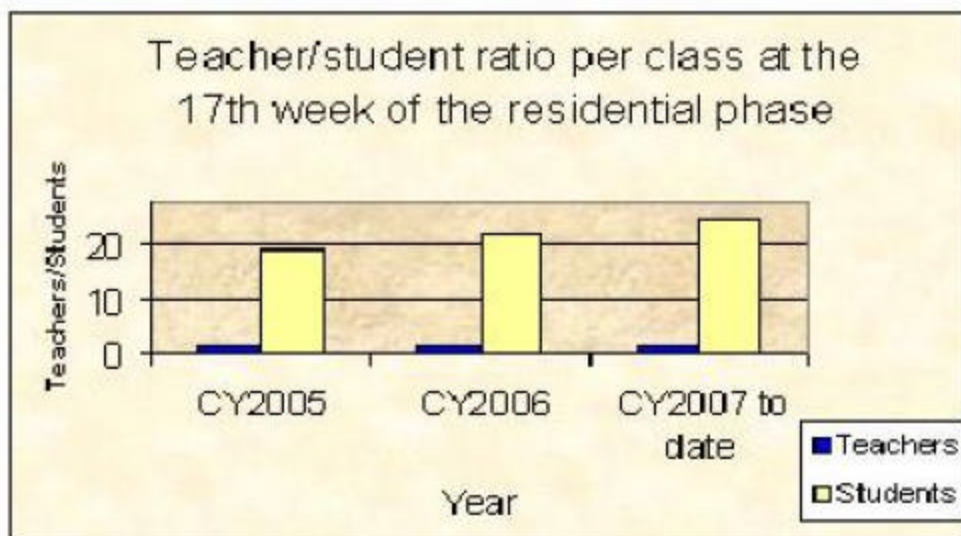
**Analysis of results and challenges:** Eligible is defined as students who meet the State of Alaska requirements for GED testing and those students who meet Alaska requirements for earning a traditional high school diploma.

Actual data is based on a federal program year of April 1- March 31.

### A1: Strategy - Develop innovative techniques to maximize cadet academic performance.

**Target #1:** Maintain small class sizes to allow for teacher/student interaction.

**Measure #1:** Teacher/student ratio per class at the 17th week of the residential phase.

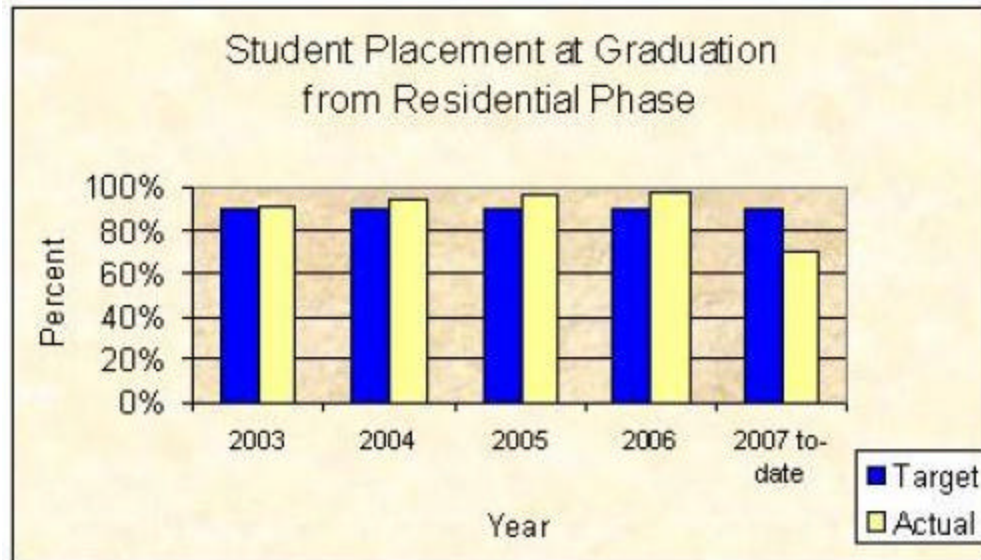


**Analysis of results and challenges:** Maintaining small class sizes (26 students per instructor) will allow for greater teacher/student interaction and maximize cadet success rates. Our ratio of teacher to student is currently 1:25.

**B: Result - Challenge Program graduates are employed or enrolled in further education at the completion of the residential phase.**

**Target #1:** 90% of students will be placed at graduation from the residential phase.

**Measure #1:** Percent of students placed at graduation from the residential phase.



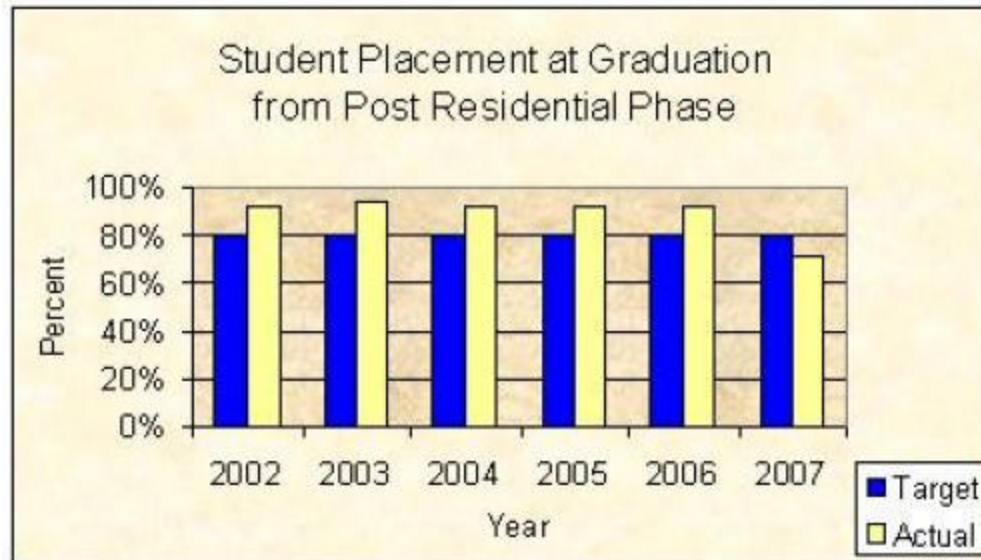
**Analysis of results and challenges:** The Academy has achieved excellent placement results. The academy will provide earlier and broader placement opportunities to students enrolled in the 22 week residential phase. This effort will, in turn, allow more time to focus on education and/or job-seeking students enrolled in the one year post residential phase of the Challenge Program. Actual data is based on a federal program year of April 1- March 31.

Job and education/training search opportunities for residential students have been increased and adult volunteer mentors have been involved in placement activities to support this effort.

**B1: Strategy - Provide placement assistance to graduates.**

**Target #1:** 80% of students will be placed at completion of the post residential phase.

**Measure #1:** Percent of students placed at completion of the post residential phase.

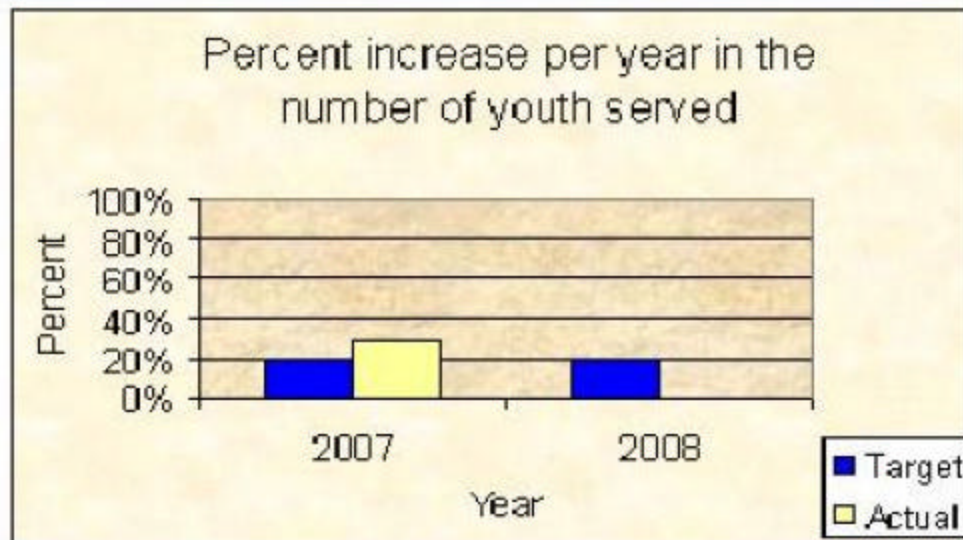


**Analysis of results and challenges:** Placement rates, measured 1 year after graduation from the residential phase, are the measure of success for the Youth Challenge program. The transformation of high school dropouts into contributing citizens of Alaska is the heart of our division's mission. Placement is defined as a student performing at least 30 hours per week of productive employment, education, training or military service.

**C: Result - Expand educational and career opportunities for Alaska's youth through the Alaska Military Youth Academy.**

**Target #1:** Increase the number of youth served statewide by 20% annually.

**Measure #1:** Percent increase per year in the number of youth served.



**Analysis of results and challenges:** This is a new measurement for the division in 2007. We are meeting this result based on the applicant pool for the first available class in ChalleNGe in FY2008. The number of applicants asking to participate in the program was well over the estimate. Additionally, our television and

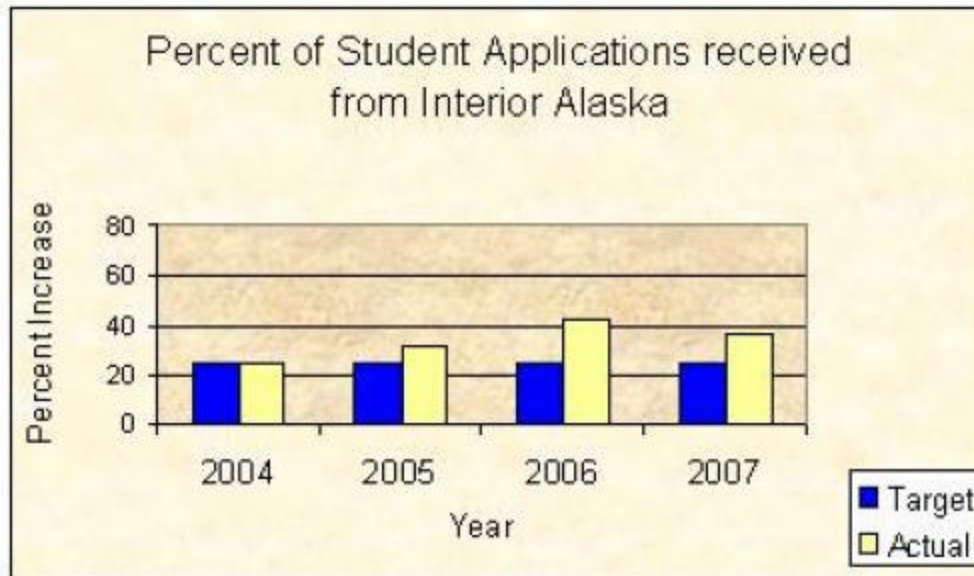


radio commercials targeted at the 16-18 year old age groups challenge youth. For example, our TV commercial offers youth the chance to finish high school and learn life coping skills. Further, the commercial challenges youth to a life changing experience and the challenge to achieve more.

### C1: Strategy - Increase applications from the youth of Interior Alaska.

**Target #1:** At least 25% of applications received are from Interior Alaska applicants.

**Measure #1:** Percent of applications from Interior Alaska.

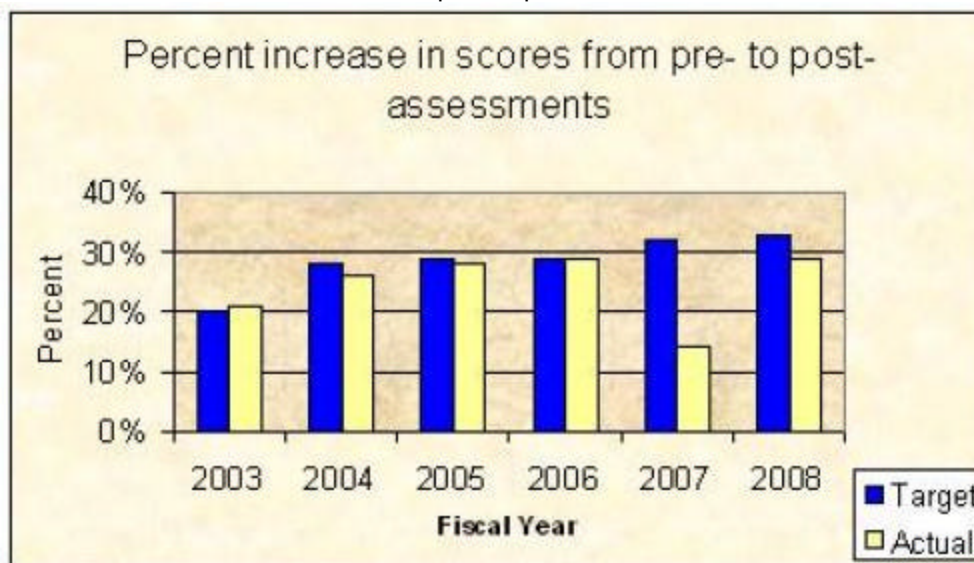


**Analysis of results and challenges:** The Academy opened an Admissions Office in Fairbanks in March 2004. In 2007 to-date, 36% of applications have been submitted from interior applicants.

### D: Result - STARBASE Program increases student performance in the areas of Science and Technology.

**Target #1:** Increase the class average scores from pre- to post- assessments by 33% by the end of 2008.

**Measure #1:** Percent increase in scores from pre- to post- assessments.



**Analysis of results and challenges:** The STARBASE program is targeted at 4th – 6th graders. At the

beginning of the program, assessments are given to students. After completing the program, the same assessment is given to the students to determine if the program was successful at increasing their performance and knowledge in the science and technology arena.

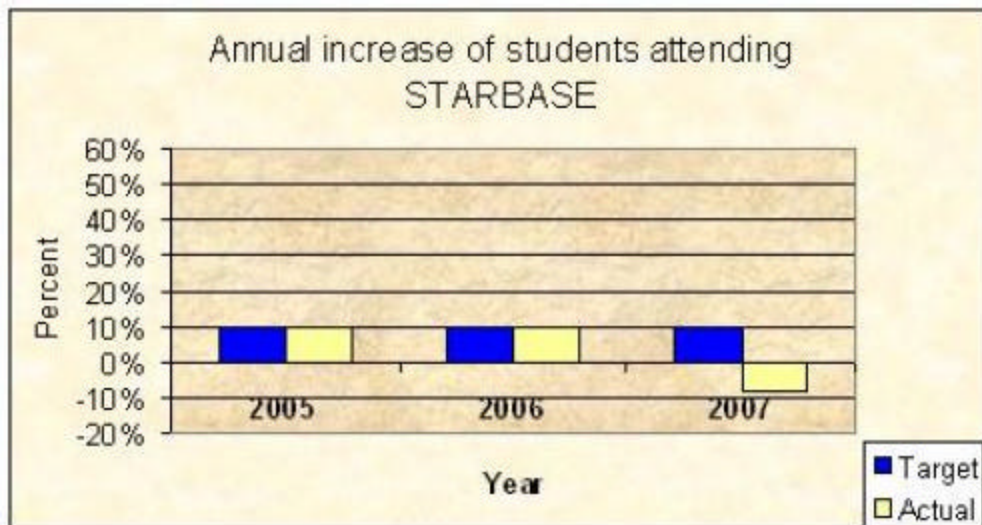
In the 3rd quarter of FY2007, we began using a new assessment using remotes and students were not familiar with the process. Due to this unfamiliarity, our increase in pre/post test scores was an average of 15% which is less than our desired target percentage. In the 4th quarter of the fiscal year, the average score increased by 13.5%.

In FY08 to date, we have a 29% increase in scores.

### **D1: Strategy - Increase student opportunity by attending STARBASE.**

**Target #1:** 10% annual increase of students attending STARBASE.

**Measure #1:** Annual increase of students attending STARBASE.



**Analysis of results and challenges:** During 2007, there were 1235 students (to date) that attended STARBASE. The federal requirement is 840 students per year so while we fell short of our target, we were well over the program requirements.

Due to staff training and the addition of a second classroom, there were less scheduled classes in the fiscal year.

## Component: Veterans' Services

### Contribution to Department's Mission

Develop and sustain a comprehensive statewide Veterans' Advocacy program and administration of State Veteran grant programs.

### Core Services

- Alaska Territorial Guard Recognition Program
- Veteran Service Office Grant Administration
- Veteran Memorial Grant Administration
- Veteran Benefits Advocate
- Alaska State Approving Agency for Veterans' Educational Courses or GI Bill Programs
- Aleutian Campaign Recognition Program

End Result	Strategies to Achieve End Result
<b>A: Veterans are supported in pursuit of benefits earned.</b>  <u>Target #1:</u> Benefits, in dollars, recovered for veterans (does not include education). <u>Measure #1:</u> Dollars recovered (does not include education).	<b>A1: Communicate and provide awareness of veterans programs.</b>  <u>Target #1:</u> Increase number of known advocacy programs and contacts available. <u>Measure #1:</u> Number of new advocacy programs and contacts added.  <u>Target #2:</u> Increase veterans knowledge of programs offered. <u>Measure #2:</u> Number of veterans served.
End Result	Strategies to Achieve End Result
<b>B: Veterans have access to quality education.</b>  <u>Target #1:</u> Veterans are utilizing benefits for education under the GI Bill in the State of Alaska. <u>Measure #1:</u> Average monthly number of veterans registered in approved educational facilities.  <u>Target #2:</u> Veteran benefits are increasing for education under the GI Bill. <u>Measure #2:</u> Dollars provided to veterans for GI Bill benefits.	<b>B1: Enhance the quality of education available to veterans.</b>  <u>Target #1:</u> Increase onsite inspections of facilities for GI Bill eligibility. <u>Measure #1:</u> Number of onsite inspections per year.  <u>Target #2:</u> Increase training/technical assistance to facilities in the approving and renewal process. <u>Measure #2:</u> Number of training/technical assistance contacts made for the application and renewal process per year.  <u>Target #3:</u> Review active facilities each year for compliance. <u>Measure #3:</u> Number of actions in facilities reviewed each year for compliance.  <u>Target #4:</u> Increase program approval actions that lead to the award of a credential such as a certificate, diploma or degree.

**Measure #4:** Number of program approval actions that lead to a recognized credential.

### Major Activities to Advance Strategies

- Coordinate Veterans Memorial Endowment Fund Grant applications with Veterans Advisory Council
- Coordinate Governor's Veterans Advocacy Award applications with Commissioner and Governor's Office
- Administer Veterans Memorial Endowment Fund grants
- Administer Veteran Service Officer grants
- Approve educational institutions and programs for Veterans
- Participate in Service Organizations programs
- Manage Alaska Territorial Guard Recognition Program to obtain federal discharges
- Participate with Veteran programs

### FY2009 Resources Allocated to Achieve Results

**FY2009 Component Budget: \$945,100**

**Personnel:**

Full time	2
Part time	0
<b>Total</b>	<b>2</b>

### Performance Measure Detail

#### A: Result - Veterans are supported in pursuit of benefits earned.

**Target #1:** Benefits, in dollars, recovered for veterans (does not include education).

**Measure #1:** Dollars recovered (does not include education).



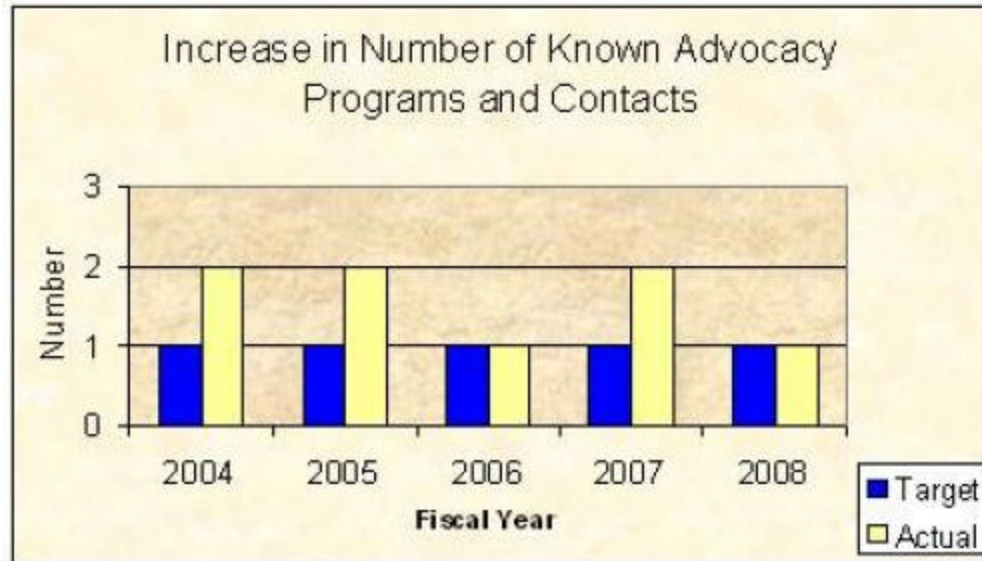
**Analysis of results and challenges:** The Alaska Veterans Services Office is committed to helping veterans become more aware of the benefits available. In FY07, our recovery dollar amount was \$22,579,594 which is an increase of \$198,210.00 over FY06.

By identifying advocacy programs, contacts and increasing veterans' knowledge of programs offered, the agency has been able to greatly assist veterans in the pursuit of benefits earned.

### A1: Strategy - Communicate and provide awareness of veterans programs.

**Target #1:** Increase number of known advocacy programs and contacts available.

**Measure #1:** Number of new advocacy programs and contacts added.



**Analysis of results and challenges:** The Alaska Veterans Service Office is committed to helping veterans become more aware of the benefits available.

In fiscal year 2008 to date, we have added one additional advocacy program to assist veterans.

**Target #2:** Increase veterans knowledge of programs offered.

**Measure #2:** Number of veterans served.



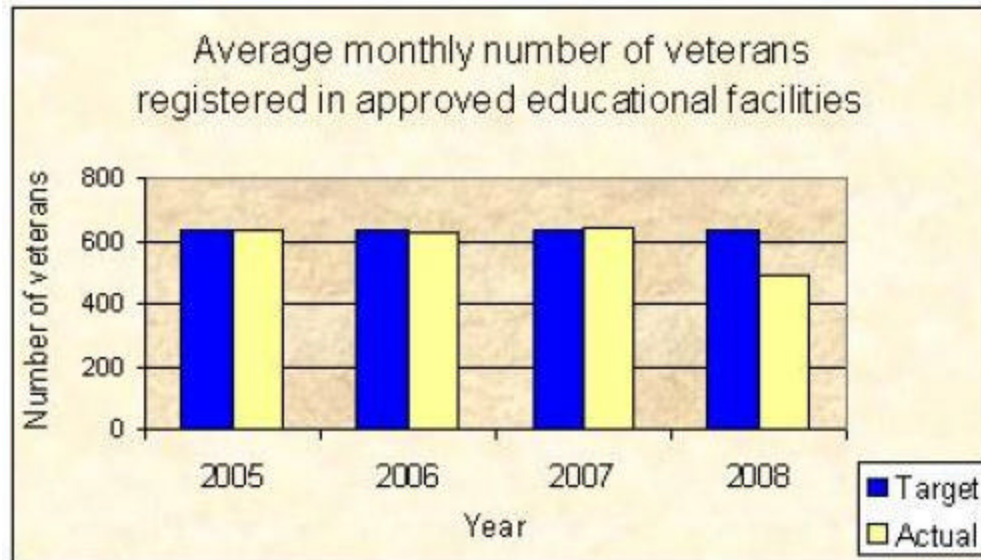
**Analysis of results and challenges:** The Alaska Veterans Services Office is committed to helping veterans become more aware of the benefits available. In FY2007, over 11,860 veterans were assisted by the office in the areas of out-patient applications, appeals, power of attorney documents, claims filed, and cases reviewed.



**B: Result - Veterans have access to quality education.**

**Target #1:** Veterans are utilizing benefits for education under the GI Bill in the State of Alaska.

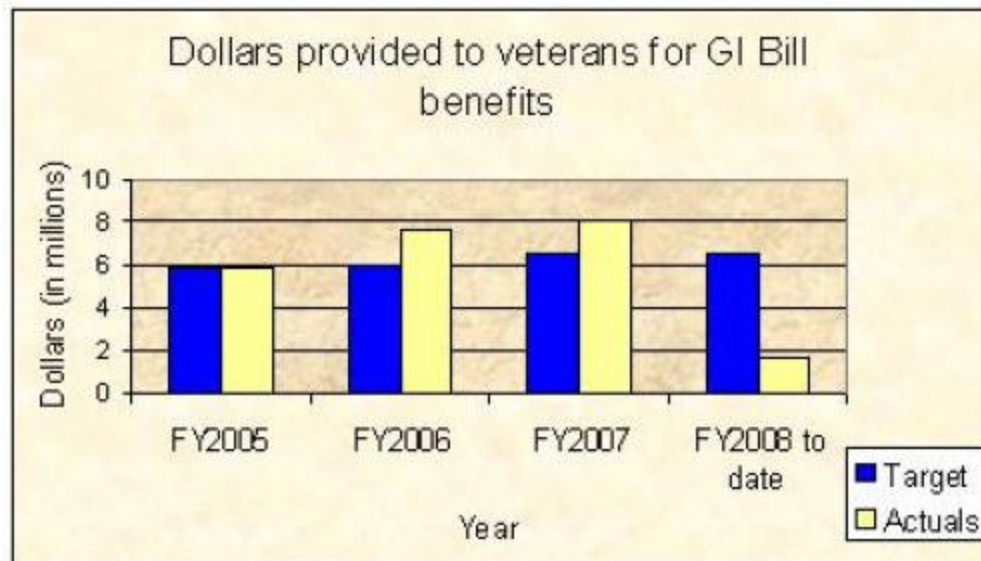
**Measure #1:** Average monthly number of veterans registered in approved educational facilities.



**Analysis of results and challenges:** In FY2007, an average of over 640 veterans reported being registered in approved educational facilities on a monthly basis. Veterans are utilizing their benefits to better themselves, gain education, training and experience.

**Target #2:** Veteran benefits are increasing for education under the GI Bill.

**Measure #2:** Dollars provided to veterans for GI Bill benefits.



**Analysis of results and challenges:** In FY2006, the State Veterans' Educational Approving Office was brought into the Department of Military and Veterans Affairs. We have conducted onsite inspections and visits to approved facilities, new facilities, provided technical assistance and compliance surveys at the request of the Veterans Administration. Additionally, we have reviewed facilities for compliance, additional programs, and approved programs that lead to recognized credentials.

These activities all lead to Veterans receiving education benefits under the GI Bill. In FY2006, Veterans were provided just under \$8 million dollars in benefits.

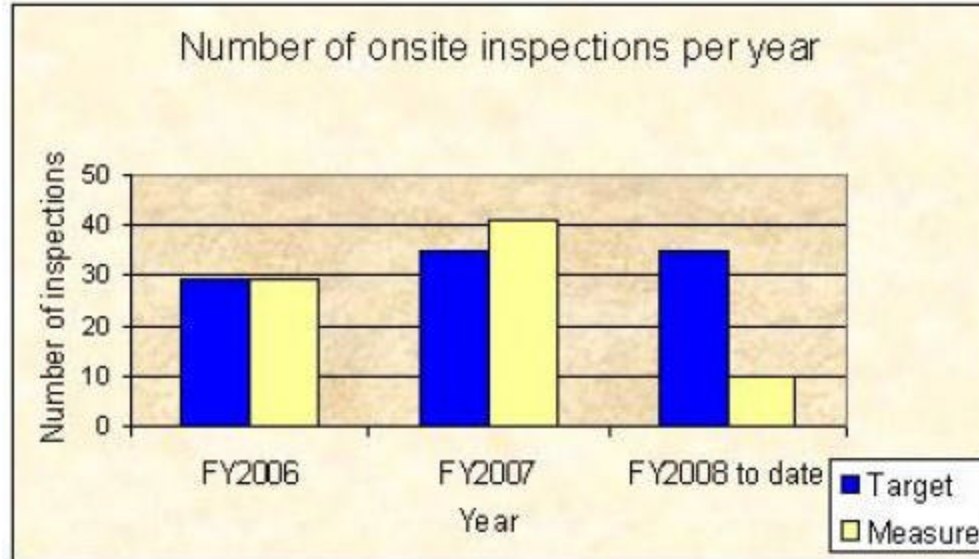


In fiscal year 2007, \$8,012,648 has been provided to veterans for GI Bill benefits.

### **B1: Strategy - Enhance the quality of education available to veterans.**

**Target #1:** Increase onsite inspections of facilities for GI Bill eligibility.

**Measure #1:** Number of onsite inspections per year.

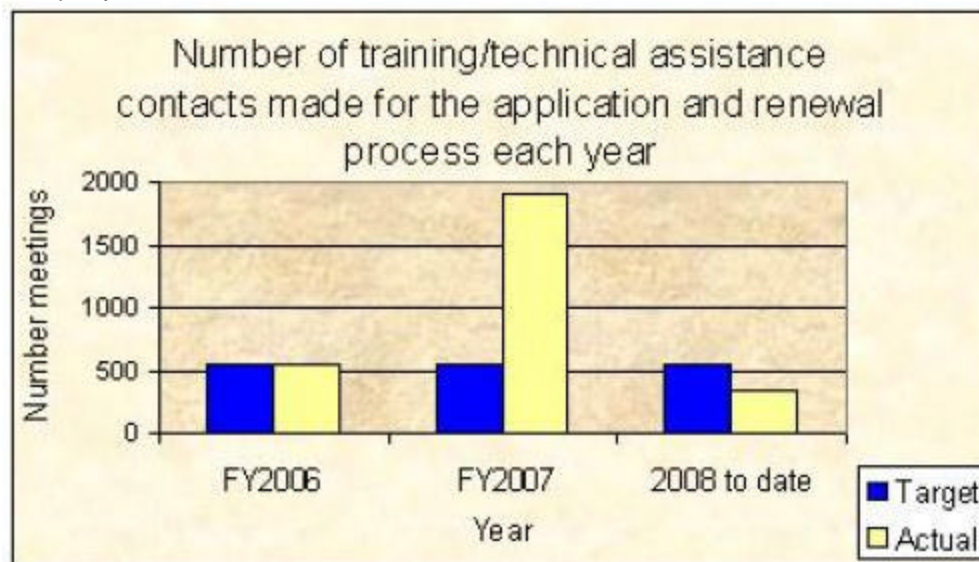


**Analysis of results and challenges:** This measurement includes onsite inspections/visits of previously approved facilities; new facilities requesting approval; technical assistance visits; compliance survey visits at the request of the Veterans Administration.

In fiscal year 2007, we conducted 41 inspections/visits.

**Target #2:** Increase training/technical assistance to facilities in the approving and renewal process.

**Measure #2:** Number of training/technical assistance contacts made for the application and renewal process per year.



**Analysis of results and challenges:** Technical assistance includes any interaction designed to assist an individual, school, or training site personnel with any portion of the approval function.

In fiscal year 2007, we had over 1,908 contacts for assistance in application and renewal processes.

**Target #3:** Review active facilities each year for compliance.

**Measure #3:** Number of actions in facilities reviewed each year for compliance.

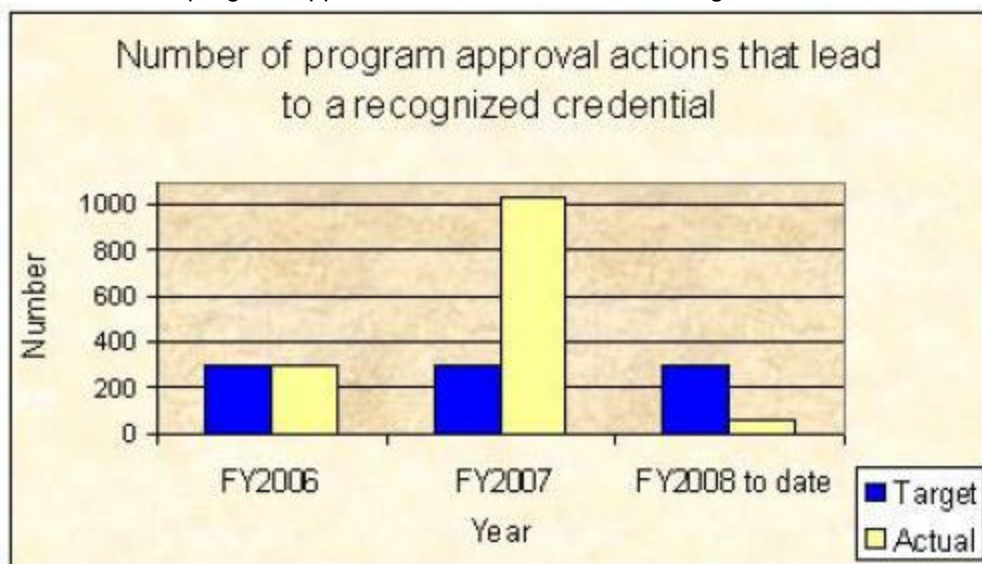


**Analysis of results and challenges:** Includes actions taken to assess program and policy information contained in facilities; publications; contents of a supplement or an addendum to facilities publications; revision to a policy or a practice; or any actions that substantiate the continuation of an existing approval.

In fiscal year 2007, we completed 169 actions to assess program and policy information.

**Target #4:** Increase program approval actions that lead to the award of a credential such as a certificate, diploma or degree.

**Measure #4:** Number of program approval actions that lead to a recognized credential.



**Analysis of results and challenges:** Program approval actions include initial and revised approval of a defined or structured series of educational or occupational activities leading to the award of a recognized credential such as a Certificate, Diploma or Degree.

In fiscal year 2007, we have taken over 1072 program approval actions that led or will lead to a recognized credential.

## Component: Alaska Statewide Emergency Communications

### Contribution to Department's Mission

The Alaska Statewide Emergency Communications Office will promote, facilitate and implement statewide technology and information management advances to enhance the state's vigilance with regard to integrated emergency communications, management and disaster preparedness, recovery and reduction of aviation accidents.

### Core Services

- Develop and maintain the State of Alaska Interoperability Plan
- Facilitate local and regional interoperability
- Prototype interoperable tactical and rural communications systems
- Enhance alert and warning systems
- Demonstrate the direct applications of remote imaging as an element of information management
- Increase aviators' situational awareness in Alaska through integration of technologies and improved education
- Provide department wide Information Technology network support

End Result	Strategies to Achieve End Result
<b>A: General Aviation related accidents and search and rescue events in Alaska are decreased.</b>  <u>Target #1:</u> Decrease aviation accidents and search and rescue events by five percent annually. <u>Measure #1:</u> Percentage of aircraft related accidents decreased annually.	<b>A1: Apply newly developed technologies to decrease aviation related accident and search and rescue events.</b>  <u>Target #1:</u> 100% of tests establish accurate transmit and receive capabilities. <u>Measure #1:</u> Percent of tests with positive transmit and receive results.
End Result	Strategies to Achieve End Result
<b>B: Improve reliability, redundancy and statewide interoperability of statewide emergency communications system.</b>  <u>Target #1:</u> Increase the number of Alaska communities that have emergency Satellite Telephone Communications Systems available annually. <u>Measure #1:</u> Percent of Alaska communities that have emergency Satellite Telephone Communications Systems available.	<b>B1: Prioritize and deploy satellite phone systems to the most vulnerable communities.</b>  <u>Target #1:</u> 100% of high tsunami vulnerable communities equipped with base unit and portable emergency satellite phone system. <u>Measure #1:</u> Percent of high tsunami vulnerable communications equipped with base unit and portable emergency satellite phone systems.  <b>B2: Deploy Satellite Phone Systems statewide.</b>  <u>Target #1:</u> 10% increase in the number of Emergency Satellite Phone Systems deployed to statewide communities with a population of 25 people or more. <u>Measure #1:</u> Percentage increase of Emergency Satellite Phone Systems deployed to communities of 25 or more people.

### Major Activities to Advance Strategies

- Develop and maintain Statewide Communications Interoperability Plan
- Facilitate local and regional interoperability
- Design and develop a portable, tactical emergency communications suitcase deployable response package
- Enhance Alert and Warning systems
- Provide departmental Information Technology/Information Management network support

### FY2009 Resources Allocated to Achieve Results

**FY2009 Component Budget: \$2,276,700**

**Personnel:**

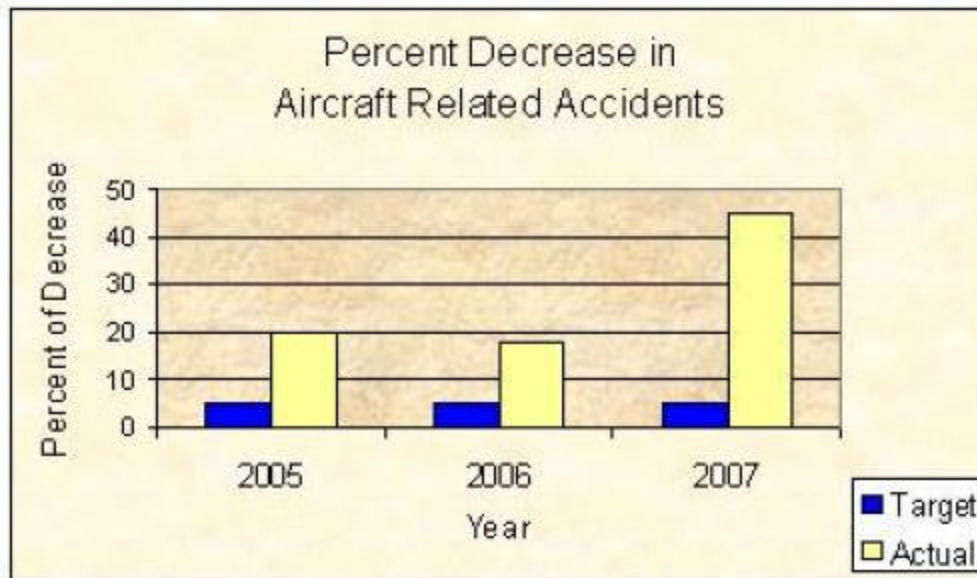
Full time	13
Part time	0
<b>Total</b>	<b>13</b>

### Performance Measure Detail

**A: Result - General Aviation related accidents and search and rescue events in Alaska are decreased.**

**Target #1:** Decrease aviation accidents and search and rescue events by five percent annually.

**Measure #1:** Percentage of aircraft related accidents decreased annually.



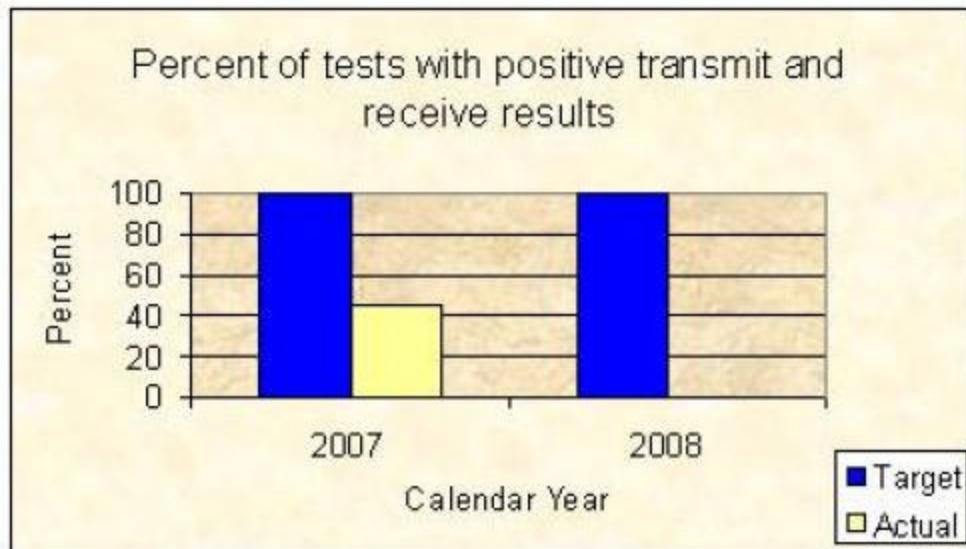
**Analysis of results and challenges:** Aircraft accidents have decreased in FY2007 (as of May 31, 2007); however this statistic will be followed through the next elements of the National Aeronautics & Space Administration (NASA) Grant. More intense review of Federal Aviation Administration (FAA) and National Traffic Safety Administration (NTSA) aviation statistics for general aviation aircraft must be accomplished to determine trend analysis and if these trends can be directly associated to pilots who have received training or have been exposed to the research of this project.



### A1: Strategy - Apply newly developed technologies to decrease aviation related accident and search and rescue events.

**Target #1:** 100% of tests establish accurate transmit and receive capabilities.

**Measure #1:** Percent of tests with positive transmit and receive results.

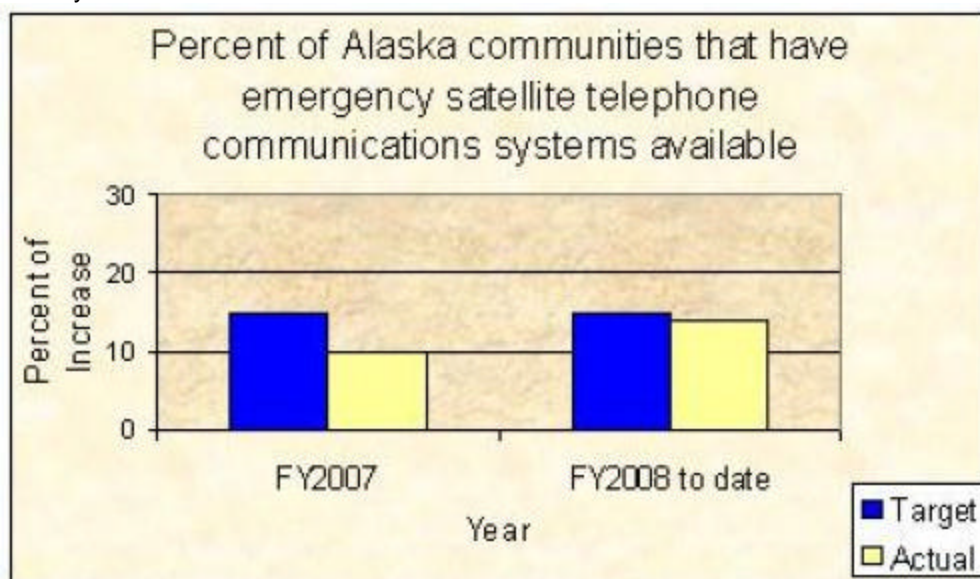


**Analysis of results and challenges:** Current plans are being developed to improve satellite connectivity at the satellites themselves. We expect positive transmit and receive results to improve during the next few quarters as a result.

### B: Result - Improve reliability, redundancy and statewide interoperability of statewide emergency communications system.

**Target #1:** Increase the number of Alaska communities that have emergency Satellite Telephone Communications Systems available annually.

**Measure #1:** Percent of Alaska communities that have emergency Satellite Telephone Communications Systems available.



**Analysis of results and challenges:** Current plans are being developed to improve satellite connectivity at

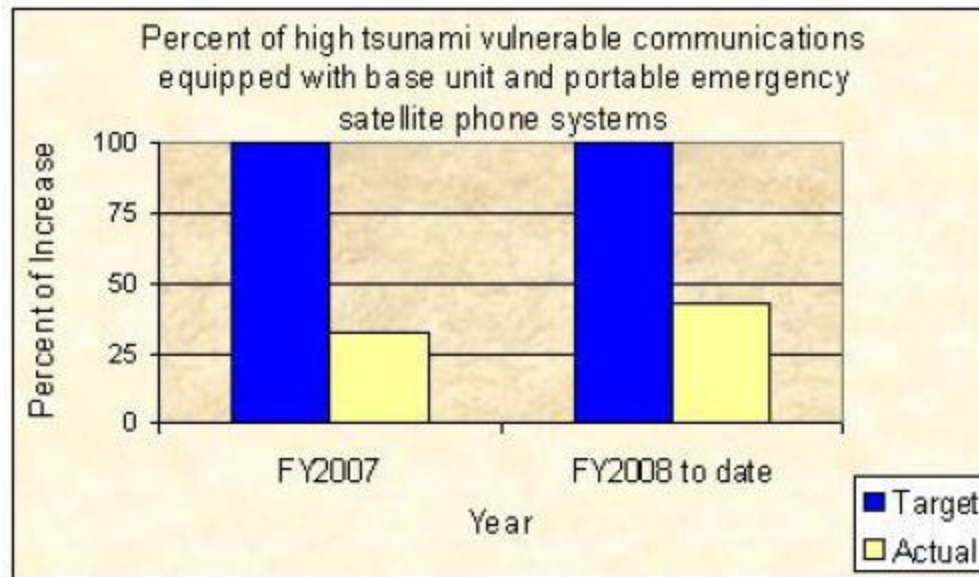


the satellites themselves. As service improves, it is expected that the percentage of communities with satellite telephones will increase. Equipping Alaska communities with emergency satellite telephone communications systems will better prepare the state for disasters and emergency situations such as natural disasters and tsunami alerts. The availability of satellite communications systems will help to ensure the safety and security of Alaskans.

### **B1: Strategy - Prioritize and deploy satellite phone systems to the most vulnerable communities.**

**Target #1:** 100% of high tsunami vulnerable communities equipped with base unit and portable emergency satellite phone system.

**Measure #1:** Percent of high tsunami vulnerable communications equipped with base unit and portable emergency satellite phone systems.

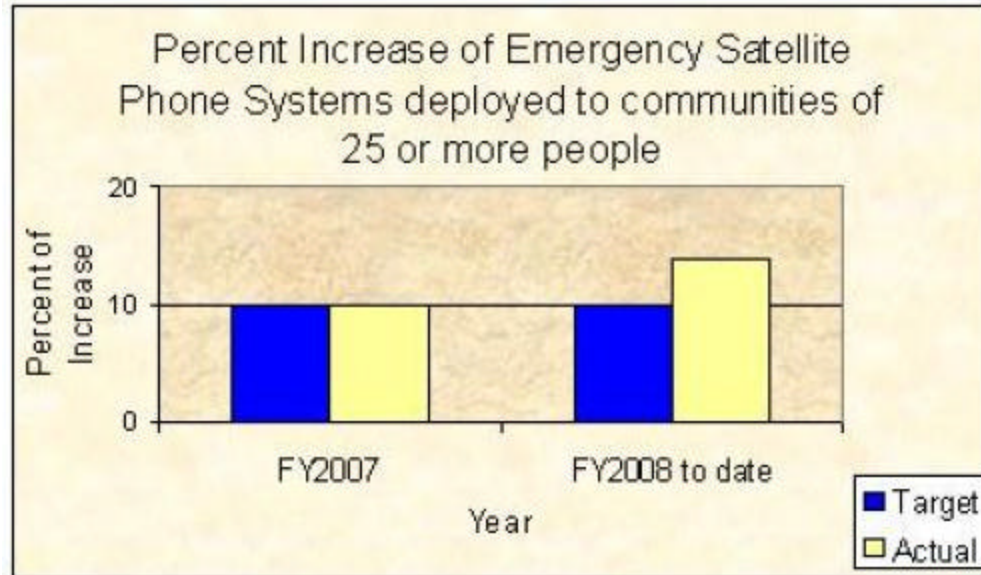


**Analysis of results and challenges:** Current plans are being developed to improve satellite connectivity at the satellites themselves. As service improves, it is expected that the percentage of Tsunami vulnerable communities with satellite telephones will increase.

**B2: Strategy - Deploy Satellite Phone Systems statewide.**

**Target #1:** 10% increase in the number of Emergency Satellite Phone Systems deployed to statewide communities with a population of 25 people or more.

**Measure #1:** Percentage increase of Emergency Satellite Phone Systems deployed to communities of 25 or more people.



**Analysis of results and challenges:** By equipping Alaska communities with emergency satellite telephone communications systems, they will be better prepared for disasters and emergency situations such as natural disasters, and tsunami alerts.

The availability of satellite communications systems will help to ensure the safety and security of Alaskans.